

Research Report 1288

LEVEL

12

MISONS, RESPONSIBILITIES, DUTIES, AND TASKS OF INFANTRY COMPANIES AND FIELD ARTILLERY BATTERIES

Robert W. Giesler, J. T. Harden,
Paul R. Best, and Marsha Palitz Elliott
McFann - Gray and Associates, Inc.

DTIC
JUN 10 1981
C

ARI FIELD UNIT AT PRESIDIO OF MONTEREY, CALIFORNIA

A



U. S. Army

Research Institute for the Behavioral and Social Sciences

September 1979

Approved for public release; distribution unlimited.

81 6 10 125

AD A09989

DTIC FILE COPY

U. S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Field Operating Agency under the Jurisdiction of the
Deputy Chief of Staff for Personnel

JOSEPH ZEIDNER
Technical Director

FRANKLIN A. HART
Colonel, US Army
Commander

Research accomplished under contract
for the Department of the Army

McFann - Gray and Associates, Inc.

NOTICES

DISTRIBUTION Primary distribution of this report has been made by ARI. Please address correspondence concerning distribution of reports to: U. S. Army Research Institute for the Behavioral and Social Sciences, ATTN: PERI-TP, 5001 Eisenhower Avenue, Alexandria, Virginia 22333.

FINAL DISPOSITION This report may be destroyed when it is no longer needed. Please do not return it to the U. S. Army Research Institute for the Behavioral and Social Sciences.

NOTE The findings in this report are not to be construed as an official Department of the Army position unless so designated by other authorized documents.

(18) ARI

(19) RR-1288

Unclassified
SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

REPORT DOCUMENTATION PAGE		READ INSTRUCTIONS BEFORE COMPLETING FORM
1. REPORT NUMBER Research Report 1288	2. GOVT ACCESSION NO. AD-A099989	3. RECIPIENT'S CATALOG NUMBER (9)
4. TITLE (and Subtitle) MISSIONS, RESPONSIBILITIES, DUTIES, AND TASKS OF INFANTRY COMPANIES AND FIELD ARTILLERY BATTERIES.		5. DATE OF REPORT & PERIOD COVERED Final Product Report. 172 February - September 1979
7. AUTHOR(s) Robert W. Giesler, J. T. Harden, Paul R. Best, and Marsha Palitz Elliott		6. PERFORMING ORG. REPORT NUMBER (14) 0878-06
9. PERFORMING ORGANIZATION NAME AND ADDRESS McFann - Gray and Associates (MGA) 2100 Garden Road, Suite J Monterey, California 93940		8. CONTRACT OR GRANT NUMBER(s) MDA903-79-C-0194 New
11. CONTROLLING OFFICE NAME AND ADDRESS Army Research Institute for the Behavioral and Social Sciences (ARI) 5001 Eisenhower Avenue Alexandria, Virginia 22333		10. PROGRAM ELEMENT, PROJECT, TASK AREA & WORK UNIT NUMBERS 20163743A794
14. MONITORING AGENCY NAME & ADDRESS (if different from Controlling Office) ARI Field Unit Post Office Box 5787 Presidio of Monterey CA 93940		12. REPORT DATE September 1979
		13. NUMBER OF PAGES 330
		15. SECURITY CLASS. (of this report) Unclassified
16. DISTRIBUTION STATEMENT (of this Report) Approved for public release, distribution unlimited		15a. DECLASSIFICATION/DOWNGRADING SCHEDULE
17. DISTRIBUTION STATEMENT (of the abstract entered in Block 20, if different from Report)		
18. SUPPLEMENTARY NOTES Research and development performed by McFann - Gray and Associates, Presidio of Monterey, California, under the technical monitoring of Jack Hiller, ARI Field Unit.		
19. KEY WORDS (Continue on reverse side if necessary and identify by block number) Infantry Rifle Companies Infantry Combat Support Companies Field Artillery Firing Batteries Field Artillery Service Batteries Unit Missions Non-Combat & Combat Activities Garrison Task Job and Task Analysis "Expected" Job Tasks (continued)		
20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The purpose of this report was to describe the missions, job responsibilities, duties, and tasks of Rifle Companies, Combat Support Companies, Field Artil- lery Firing Batteries, and Field Artillery Service Batteries. The statements of missions, responsibilities, duties, and tasks for non-combat and combat activities and missions were obtained from published Army documentation. Where specific information was available, missions, responsibilities, duties, and tasks were identified from the Company/Battery level down to individual positions.		

DD FORM 1 JAN 73 1473 EDITION OF 1 NOV 65 IS OBSOLETE

Unclassified

1 SECURITY CLASSIFICATION OF THIS PAGE (When Data Entered)

19. (continued)

"Expected" Job Responsibilities and Duties
Published Army Doctrine
Unit Goals

Accession For	
NTIS GRA&I	<input checked="checked" type="checkbox"/>
DTIC TAB	<input type="checkbox"/>
Unannounced	<input type="checkbox"/>
Justification	
E	
Distribution/	
Availability Codes	
and/or	
Dist. Special	

A

Research Report 1288

**MISSIONS, RESPONSIBILITIES, DUTIES, AND
TASKS OF INFANTRY COMPANIES AND
FIELD ARTILLERY BATTERIES**

Robert W. Giesler, J. T. Harden,
Paul R. Best and Marsha Palitz Elliott
McFann - Gray and Associates, Inc.

Submitted by:
J. Sternberg, Chief
ARI FIELD UNIT AT PRESIDIO OF MONTEREY, CALIFORNIA

Approved by:
E. Ralph Dusek, Director
PERSONNEL AND TRAINING
RESEARCH LABORATORY

U.S. ARMY RESEARCH INSTITUTE FOR THE BEHAVIORAL AND SOCIAL SCIENCES
5001 Eisenhower Avenue, Alexandria, Virginia 22333

Office, Deputy Chief of Staff for Personnel
Department of the Army

September 1979

Army Project Number
2Q163743A794

Training in Operational Units

Approved for public release; distribution unlimited.

ARI Research Reports and Technical Reports are intended for sponsors of R&D tasks and for other research and military agencies. Any findings ready for implementation at the time of publication are presented in the last part of the Brief. Upon completion of a major phase of the task, formal recommendations for official action normally are conveyed to appropriate military agencies by briefing or Disposition Form.

FOREWORD

The research activities for this report are a consolidation of information presented in Product Reports 1 and 2. This is the Final Product Report of Task 1, Subtask 1.1. Additional information, analyses, and evaluations relevant to this subtask activity that were obtained after the submission of Product Reports 1 and 2 are incorporated in this Final Report.

Final Product Report 1/2 is concerned with the activities, missions, responsibilities, functions, and tasks (combat and non-combat) required of combat support companies, rifle companies, firing batteries, and service batteries. The report describes what the missions, responsibilities, functions, and tasks "should be" according to published Army doctrine. These areas are described and included only if they were identified in some form of Army or DOD publication. Attempts were made to identify mission and responsibility statements from the company/battery level down to squad/section size elements. It was also intended to identify tasks for specific jobs which could be directly related to the accomplishment of the various missions.

The research for this project was completed by the Presidio of Monterey Office of McFann • Gray and Associates under contract number MDA903-79-C-0194. Dr. Howard H. McFann is the Project Manager of the contract, and Mr. Michael R. McCluskey serves as Project Director. The Chief of the Army Research Institute Field Unit at the Presidio of Monterey is Mr. Jack Sternberg and the Contracting Officer's Representative (COR) is Dr. Jack Hiller, who provided technical guidance and review of documentation during the project.

In addition to documents obtained through various local libraries, LTC Browning, 7th Division G3, provided access to numerous Fort Ord Circulars, Regulations, and local unit SOPs. The ARI Field Unit at the Presidio of Monterey established channels of communication with publication centers for ordering various documents.



JOSEPH ZEIDNER
Technical Director

MISSIONS, RESPONSIBILITIES, DUTIES, AND TASKS OF INFANTRY COMPANIES AND FIELD ARTILLERY BATTERIES

BRIEF

Requirement:

The long-range goal of this project is to design and implement a job preparatory and operational management system which will enable rifle companies, combat support companies, firing batteries, and service batteries to effectively carry out their primary mission: achievement and maintenance of combat proficiency through the conduct of collective and individual skill training. For such a system to be implemented, it is necessary to take into consideration, and to be responsive to, the many demands imposed on operational units. To accomplish this, a thorough organizational and job analysis is a prerequisite. This report provides a comprehensive description of the official missions and activities of units and a description of individual job responsibilities and tasks according to official documents. To the extent possible, the information was oriented toward duty positions and individuals who hold specific jobs.

Procedure and Findings:

Two major steps were performed to identify required missions, job responsibilities, functions, and tasks of companies and batteries. First, the combat and noncombat missions and responsibilities of companies and batteries were described whenever they were identified in some form of official Army or DOD publication. The information gathered was then organized into categories to facilitate its comprehension.

The second step was to describe the combat and noncombat activities and job tasks of personnel in companies and batteries that "should" be performed in order to accomplish the missions and responsibilities described at unit level. Activity and task descriptions were included only if found in some form of official Army or DOD publication. The intent was to identify tasks for specific job holders in companies and batteries. A total of 92 duty positions were identified from the MTOE's for consideration. Of the 92 positions, 55 were chosen for the identification of specific job tasks. The particular positions selected were the most common jobs across different Artillery and Infantry units, and they were expected to be key positions for supervisory, training, and management responsibilities.

Utilization of Findings:

The information provided by this report was used to construct highly detailed job task inventories for officer and NCO duty positions, and to prepare structured interview and observation guidelines. The subsequent research resulted in the identification and specification of 127 unit missions, 162 individual activities, and 592 specific job tasks. Ten content categories, such as Supply, were used to classify and organize the statements. The results of this phase of the research will be included in a report to be titled "Actual Missions, Duties and Tasks of Infantry Companies and Field Artillery Batteries."

The questionnaire, interview, and observation data collected are presently being used to guide the development of management alternatives for companies and batteries. The data are also being used to prioritize tasks and activities for the development of job preparation materials to support the management alternatives. Many of the job preparation materials to be developed will be identified by the Army Air Defense School, and these materials will be directly related to the First Sergeant's Course being developed by the Army Air Defense School.

TABLE OF CONTENTS

	<u>Page</u>
CHAPTER ONE. INTRODUCTION	1-1
BACKGROUND	1-1
SCOPE	1-1
REFERENCES UTILIZED	1-2
ORGANIZATION OF REPORT	1-3
CHAPTER TWO. NON-COMBAT ACTIVITIES	2-1
INTRODUCTION	2-1
CLASSIFICATION OF NON-COMBAT ACTIVITIES	2-1
FORMAT FOR DESCRIPTION	2-1
ADMINISTRATION	2-4
INSPECTIONS/TESTS/EVALUATIONS	2-72
TASKINGS	2-96
MAINTENANCE	2-106
SCHOOLS	2-112
TRAINING	2-116
ACTIVITY INDEX AND SUMMARY OF JOB AND TASK ANALYSIS	2-184
DOCUMENT INDEX	2-193
CHAPTER THREE. COMBAT MISSIONS, DUTIES, AND TASKS OF RIFLE AND COMBAT SUPPORT COMPANIES	3-1
INTRODUCTION	3-1
SECTION I. COMBAT MISSIONS OF RIFLE AND COMBAT SUPPORT COMPANIES	3-4
RIFLE COMPANY	3-4

TABLE OF CONTENTS, continued

	<u>Page</u>
COMBAT SUPPORT COMPANY	3-5
SECTION II. PRIMARY POSITIONS AND DUTIES	3-12
SECTION III. JOB TASKS RELATED TO COMBAT MISSIONS OF THE RIFLE COMPANY	3-28
JOB TASKS RELATED TO COMBAT MISSIONS OF THE COMBAT SUPPORT COMPANY	3-49
CHAPTER FOUR. COMBAT MISSIONS AND DUTIES OF FIELD ARTILLERY BATTERIES	4-1
INTRODUCTION	4-1
SECTION I. COMBAT MISSIONS OF FIELD ARTILLERY BATTERIES	4-5
FIELD ARTILLERY HEADQUARTERS AND HEADQUARTERS BATTERIES	4-5
FIELD ARTILLERY FIRING BATTERIES (CANNON)	4-8
FIELD ARTILLERY SERVICE BATTERIES	4-10
SECTION II. PRIMARY POSITIONS AND DUTIES	4-19
BIBLIOGRAPHY	5-1

LIST OF TABLES AND FIGURES

	<u>Page</u>
Figure 1-1. Total Duty Positions Selected From Each Unit	1-2
Figure 2-1. Scheme for Combat and Non-Combat Activities .	2-2
Figure 3-1. Light Infantry Battalion, Infantry Division .	3-9
Figure 3-2. Rifle Company	3-10
Figure 3-3. Combat Support Company	3-11

LIST OF FIGURES AND TABLES, continued

	<u>Page</u>
Figure 4-1. Field Artillery Battalion, 105mm Towed, Infantry Division	4-12
Figure 4-2. Field Artillery Battalion, 155mm Towed/8-in Self Propelled, Infantry Division	4-13
Figure 4-3. Headquarters and Headquarters Battery, Field Artillery Battalion, 105mm Towed, Infantry Division	4-14
Figure 4-4. Headquarters and Headquarters Battery, Field Artillery Battalion, 155mm Towed/8-in Self Propelled, Infantry Division	4-15
Figure 4-5. Field Artillery Firing Battery, 105mm Towed, 155mm Towed, Field Artillery Battalion, Infantry Division	4-16
Figure 4-6. Field Artillery Firing Battery, 8-in Self Propelled, Field Artillery Battalion, Infantry Division	4-17
Figure 4-7. Service Battery, Field Artillery Battalion, 105mm Towed, 155mm Towed/8-in Self Propelled, Infantry Division	4-18
Table 2-1. Non-Combat Activities Classification	2-3
Table 2-2. Activity Index and Summary of Job and Task Analysis	2-185
Table 2-3. Document Index	2-194
Table 3-1. Structure of 2/17, 2/31, 2/32, 3/32, 6/31, 3/17 Infantry (Light)	3-2
Table 3-2. Selected Duty Positions	3 13
Table 4-1. Structure of 1/79, 2/8, 6/80 Field Artillery	4-3
Table 4-2. Selected Duty Positions	4-20

CHAPTER ONE. INTRODUCTION

BACKGROUND

The long-range goal of this project is to design and implement a job preparatory and operational management system which will enable Rifle Companies, Combat Support Companies, Firing Batteries, and Service Batteries to effectively carry out their primary mission: achievement and maintenance of combat proficiency through the conduct of collective and individual skill training. For such a system to be implemented, it is necessary to take into consideration, and to be responsive to, the many demands imposed on operational units. To accomplish this, a thorough organizational and job analysis is a prerequisite. This report is a comprehensive description of the official activities of units and a description of individual job responsibilities and tasks that should be performed according to published documentation. To the extent possible, the information is oriented toward duty positions and individuals who hold specific jobs.

SCOPE

This report describes requirements which have been documented for Infantry Rifle and Combat Support Companies, and Field Artillery Firing and Service Batteries. The descriptions of these requirements include mission statements related to specific activities, responsibilities of units and individuals to fulfill the mission requirements, functions, and tasks required to achieve job responsibilities, and the frequency of occurrence of specific activities. Many different types and levels of documentation were used to identify these requirements. Statements of requirements found in Department of Defense and Department of the Army publications are relevant to all four kinds of units Army-wide. Other requirements were obtained from 7th Division SOPs and various publications prepared at the installation. These requirements apply only to those units located at the 7th Division. For any given statement of a requirement, there may be one or more publications which describe that requirement.

These descriptions are direct quotes from the documents, when possible. In a few cases, some statements were paraphrased to make them more readable, as long as these changes did not affect the intended meaning. Unless otherwise indicated by brackets or single negative statements indicating no information, all statements are quoted or paraphrased from publications. These publications are listed under the title of "References". Statements included in brackets are the author's notes and comments.

Another important aspect of the report is to identify job tasks that individuals should perform according to published doctrine, to accomplish the stated missions and responsibilities. A total of 92 different jobs were identified in Infantry Companies and Field Artillery Batteries. Of the 92 positions identified in the MTOE's from Fort Ord, 55 were chosen for the project. These positions were selected because: (1) they are common jobs across different Artillery and In-

fantry units; and (2) they are expected to be key positions for supervisory, training, and management responsibilities. Figure 1-1 illustrates the total amount selected from each type of unit.

Figure 1-1		
TOTAL DUTY POSITIONS SELECTED FROM EACH UNIT		
	<u>Officer</u>	<u>NCO</u>
Rifle Company	3	11
CSC	3	12
FA Firing Battery	3	12
Service Battery	2	9

The specific duty positions are given in Chapter 3 for Infantry and Chapter 4 for Field Artillery.

REFERENCES UTILIZED

To describe the activities and missions of Infantry Division companies and batteries, a number of information sources were identified and examined:

- Researchers visited the Fort Ord Military Occupational Specialities (MOS) Library where materials such as Army Regulations (ARs), Field Manuals (FMs), and a limited number of local publications were borrowed.
- The Army Research Institute (ARI) Library provided DA Pamphlets, FORSCOM Circulars and Regulations, and TRADOC Pamphlets which were supplemented with materials from personal libraries.
- Through the training section of 7th Division G3, Modified Tables of Organization and Equipment (MTOEs), unit Standard Operating Procedures (SOPs), Battalion Goals Memoranda, monthly training schedules, and training notes were obtained.

- A number of publications were requisitioned from Fort Ord Adjutant General (AG) Publication Section.
- Selected Battalion officers, Battery officers, and staff (S3) officers provided additional MTOEs and other relevant information.
- A small number of officers in Company/Battery units were informally interviewed to assess their perceptions of required Army missions and responsibilities. They also provided additional guidance in locating needed documents.
- FORSCOM and The Army Training Board have provided a "Required Training Staff Study" (FORSCOM) and a "Training Guidance Study" (ATB/FORSCOM). A report on an "Analysis of Mandatory Training Requirements for USAREUR Battalions" was provided by ARI.

By following this literature search procedure, a number of useful references were found. Each document was reviewed applying the criteria delineated in the previous section, and though some materials could be discarded after a cursory examination, most proved to be of use. The review process ranged from a page-by-page analysis of especially pertinent documents to a review of the Table of Contents of obviously inappropriate documents and all variations between.

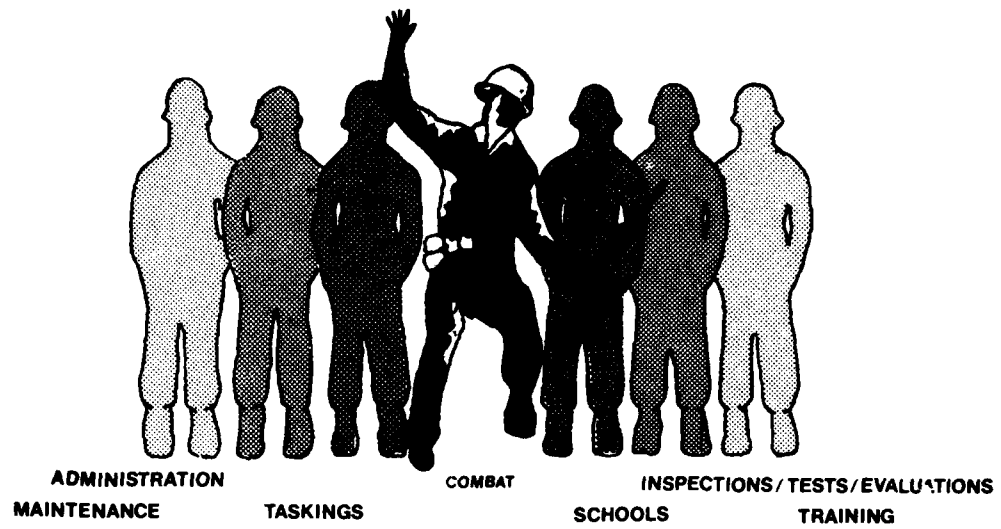
ORGANIZATION OF REPORT

Chapter 2 presents the non-combat activities of the target units. The organizational framework for identifying and classifying non-combat missions and activities is presented in the introduction to that chapter.

Chapters 3 and 4 contain the combat mission statements, duties, and tasks of the target units. Organizational charts are provided to serve as a convenient framework for reporting these combat missions and duties.

The report concludes with an extensive bibliography of all the documents and sources searched in conducting the analysis.

NON-COMBAT ACTIVITIES



CHAPTER TWO. NON-COMBAT ACTIVITIES

INTRODUCTION

The main emphasis and purpose of this chapter is to describe the non-combat requirements placed upon Infantry companies and Field Artillery batteries. The level of specificity of the information obtained concerning non-combat missions, responsibilities, functions, and tasks was extremely variable. Wide differences were found among the various activity areas and among different units at a local level. The available statements varied from fairly specific to broad descriptions. The level of responsibility within the organization for the activities was generally not indicated (i.e., company commander, first sergeant, squad leader, etc.). In most cases, the unit appeared to be responsible and specific individuals were not identified.

CLASSIFICATION OF NON-COMBAT ACTIVITIES

The framework for classifying combat and non-combat activity descriptions is presented in Figure 2-1. The combat descriptions are presented in Chapters Three and Four. The major non-combat categories listed in Figure 2-1 are complimented with descriptions of each major category presented in Table 2-1. All descriptions are categorized according to the classification system. Brief descriptions of each category also precede each section of the chapter.

One difficulty in analyzing and classifying non-combat activities is that the statements generally identify the action, skills, and knowledges required of unit or sub-elements within the units but do not identify (a) how the activity is to be accomplished, (b) who is to provide the training where the activity calls for training, and (c) who is to be held accountable for the failure to carry out the activity. These details are not always formally documented, but rather become the administrative, logistical, and planning issues that underlie the preparation of training schedules and local directives at all levels of the Army.

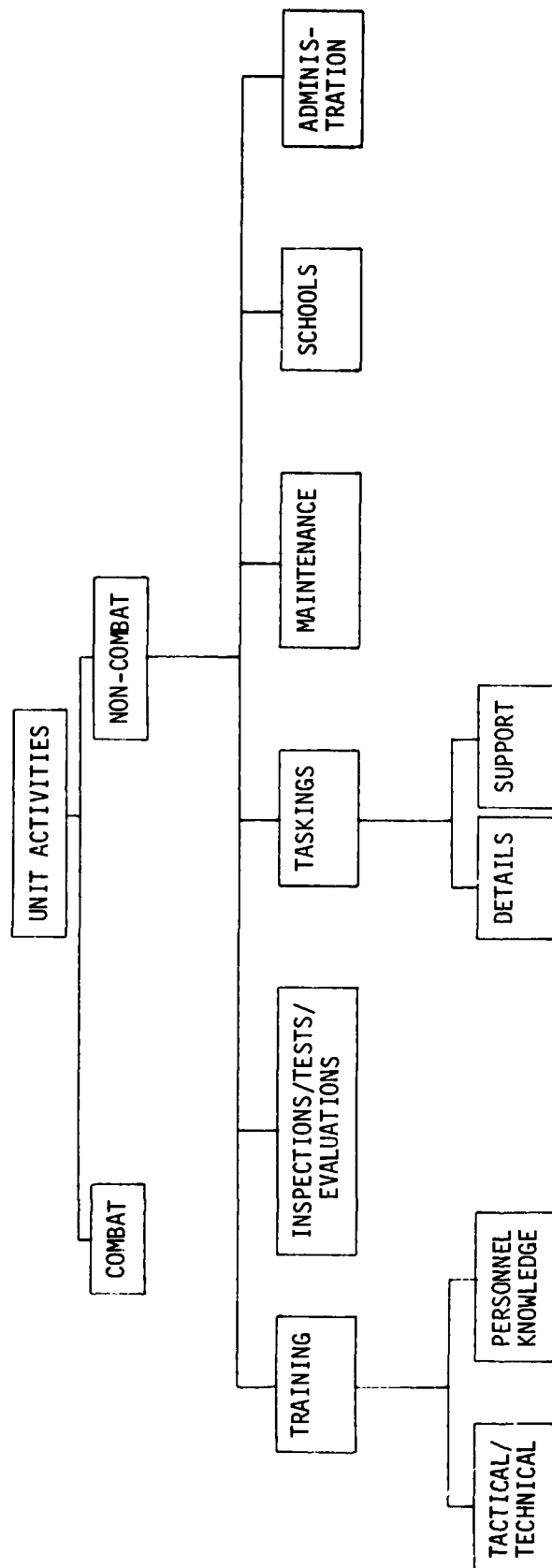


Figure 2-1. Scheme for Combat and Non-Combat Activities

TABLE 2-1. NON-COMBAT ACTIVITY CLASSIFICATION

1. ADMINISTRATION. Unit activities connected with required administrative procedures of the unit.
2. INSPECTIONS/TESTS/EVALUATIONS. Includes all the mandatory measurement, rating, and evaluations activities.
3. TASKINGS. Two kinds of unit taskings are identified:
 - 3.1 Support. Those tasks performed by a unit in support of another unit's mission.
 - 3.2 Details. Special unit assignments not support connected.
4. MAINTENANCE. Includes unit activities required to maintain unit equipment.
5. SCHOOLS. All required activities provided by target unit or higher unit involving assignment of personnel for additional military related training.
6. TRAINING. Two distinct training activities are identified and they closely follow but are not necessarily synonymous with the collective-individual skill dichotomy.
 - 6.1 Personnel Knowledge Training. Training activities which provide the individual soldier with information deemed essential for proper military performance and conduct.
 - 6.2 Tactical/Technical Training. Refers to training activities which provide practice in or preparation for carrying out of combat missions.

FORMAT FOR DESCRIPTION

The format used to describe the activities required of Infantry companies and Field Artillery batteries are described below. These subject areas are categorized according to the classification system outlined in Table 2-1.

- Activity: The missions, responsibilities, functions and tasks in this report have been listed under the broad organizing title of "activity". The term activity is not a standard label or classification used in job and task analyses. As used in this report, the term refers to a "group of actions or subject areas that are widely different". The statements found to describe activities were very different in terms of specificity. The activities ranged from very broad subject areas such as "training management" to fairly specific sets of tasks concerned with "preparation of sick slip".

- Missions: An important consideration in identifying mission statements is the distinction between unit/element mission statements and a task description or a leadership responsibility: the former emphasizes requirements of the collective; the latter focuses on requirements of one individual. As a working definition of a "mission", the following criteria were applied. It is a requirement that:

- A. Must involve the official engagement of at least a sub-element of the unit; OR
- B. Is directed at all individual members of a unit, element, or sub-element and is to be provided by the unit, element, or sub-element; AND
- C. Must appear in printed form in an official Army document.

Using these criteria, attempts were made to examine all relevant Army documents. There are four main documentation categories:

- A. Army Regulations, Circulars, Directives, etc. These are issued at the Department of the Army level.

- B. Major Command Regulations, Circulars, Directives, etc. FORSCOM and TRADOC are the major commands most likely to be issuing documents relevant to this project.
- C. Division Regulations, Circulars, Directives, etc. These usually are identified as Fort Ord documents.
- D. Brigade/Battalion SOPs. These documents generally translate directives from Division, major commands, and Army into operational requirements.

A mission statement can and often will reflect more than one of the possible sources listed above.

- Responsibilities: The purpose of the responsibilities section is to identify specific responsibilities associated with the accomplishment of the mission and activity statements. The intent was to limit the statements to company/battery level or lower; however, in some cases, higher headquarter groups were listed when the responsibilities were shared or coordinated with the Company/Battery level. Higher headquarters implies battalion level and higher.

- Functions and Tasks: This category describes the functions and tasks of personnel in companies/batteries that "should" be completed according to published Army doctrine. The main intent is to identify tasks for specific jobs which could be directly related to the accomplishment of the activities, missions, and responsibilities. In most cases, specific individuals were not identified. (The last two statements under "responsibilities" applies to this category.)

- Frequency: This section provides the "frequency of occurrences" of the activities. In several cases, because of the complexity of several of the activities described, frequency may be found within the description categories.

- References: This section documents the sources of information utilized in obtaining the information for the activities.

- Comments: This category is used to express pertinent information, either in the form of documented information or the authors' notes.

- Document Comparison: This category was listed only if multiple references were used and differences were found in the information presented. If several references were used and were consistent, or they were used for different sections of the activity, the document comparison category was not used.

At the end of this chapter, Table 2-2 depicts an Activity Index and Summary of Job and Task Analysis. This is provided for two purposes: (1) for use as an easy reference to locate specific activities, and (2) to identify the job incumbents responsible for the activity as an entity or portions of the activity.

Table 2-3 represents a matrix of the documents and sources used to describe the activities within Chapter Two.

ADMINISTRATION

The first category of non-combat activities involves unit functions connected with requirements in a garrison environment. The activities were quite different in scope, and ranged from broad duties to fairly specific tasks.

The descriptions of activities varied considerably in the level of specificity of statements. Also, responsibilities were not clearly identified for certain levels (CO, PLT, SQD, etc.) within the unit. It was generally the responsibility of the unit commander to ensure that these duties and tasks were accomplished.

ADMINISTRATION

1. ACTIVITY: Various additional Duties for Officers/NCOs.
2. RESPONSIBILITIES: Due to the complexity of the responsibilities, they will be listed under each additional duty.
3. FUNCTIONS AND TASKS: Due to the complexity of the functions and tasks, they will be listed under each of the identified duties.
 - A. Mess Officer
 - (1) Responsibilities: The Mess Officer is responsible to the Commander for supervision of the unit mess section.
 - (2) Functions and Tasks: The Mess Officer will--
 - (a) When the unit is served by consolidated mess, the unit Mess Officer will coordinate with the Mess Officer of the consolidated mess to ensure that the unit is fed promptly and properly, regardless of special requirements of the unit's training schedule.
 - (b) Obtain the required subsistence, equipment, and supplies necessary to operate the mess and feed troops.
 - (c) Make frequent inspections of the dining facilities.
 - (d) Institute methods of food conservation.
 - (e) Sample prepared foods frequently.
 - (f) Encourage all mess personnel to further their training and improve themselves in the performance of their duties.
 - (g) Supervise on-the-job training programs for food service attendants, cooks, and food service stewards.
 - (h) Supervise the keeping of supply and equipment records and mess accounts.

B. Training Officer.

- (1) Responsibilities: The Training Officer assists the Commander in training the unit to perform its designated missions.
- (2) Functions and Tasks: The Training Officer will--
 - (a) Aid the Commander in procurement and control of training facilities, aids, and equipment, and implement training directives issued by the Commander.
 - (b) Assist the Commander in developing the unit's training program to include preparing the training forecasts and weekly training schedules.

General Comments: Training schedules are planned in accordance with Battalion Commander's guidance. School quotas must be requested to train unit maintenance, CBR, clerical troops, and other special training projects. On-the-job training is mandatory to ensure that new troops are increasing their proficiency. Training aids must be requested and secured on time. Training must stress physical fitness, safety, and realism. A testing program must be scheduled to ascertain the degree of proficiency attained. Close supervision of the training program is necessary to ensure that the maximum amount of training is accomplished in the time allowed and to aid in an evaluation of the training program.

C. Maintenance Officer.

- (1) Responsibilities: This officer is responsible to the Commander for conducting and supervising the maintenance program.
- (2) Functions and Tasks: The Maintenance Officer will--
 - (a) Become thoroughly proficient in the area of maintenance.
 - (b) Be capable of managing the maintenance personnel and facilities in order to get the most out of what is available.
 - (c) Closely supervise the use of the facilities.
 - (d) Assign jobs.
 - (e) Conduct cross-training of wheel and track mechanics.

- (f) Ensure schooling of assigned mechanics.
- (g) Ensure on-the-job training of mechanics who have no schooling.

General Comments: Another field closely related to maintenance is that of supply. Since this field is interrelated with maintenance, the Maintenance Officer is directly responsible for the flow of repair parts in the units. He must properly supervise the supply specialist. The Maintenance Officer must know such supply procedures as the requisition and direct exchange of repair parts, and the turn-in of unserviceable repair parts; and must also inspect, correct, and supervise the maintenance supply recourse.

D. Supply Officer.

- (1) Responsibilities: This officer is responsible to the Commander for the unit supply status.
- (2) Functions and Tasks: The Supply Officer will--
 - (a) Receive and control TOE and installation property for the unit headquarters.
 - (b) Help the Commander in conducting inspections and inventories of the unit property.
 - (c) Coordinate with Battalion supply personnel on unit supply matters.
 - (d) Supervise and control the Unit Supply Sergeant and Armorer.
 - (e) Advise the Commanders on surveys and statements of charges and keep the Commander informed on the need for inspection, storage of items, and other events; ensure the correct completion of all forms, and see that all paperwork is kept up to date.
 - (f) Enforce the policing of the supply room to see that the proper procedures are used to ensure adequate accountability of all material.

E. Unit Fire Marshall.

- (1) Responsibilities: The Fire Marshall is responsible to the Commander in the conduct of the duties relevant to fire prevention and protection.

(2) Functions and Tasks: The Fire Marshall will--

- (a) Ensure that necessary instruction is presented annually and to newly assigned troops.
- (b) Inspect assigned buildings and grounds in accordance with local regulations.
- (c) Ensure the proper fire prevention measures are practiced.
- (d) Ensure that fire evacuation plans are current and posted properly.
- (e) Ensure that all troops know how to report a fire and how to use a fire extinguisher.
- (f) Inspect fuse boxes each week to ensure that proper size and type fuses are being used.
- (g) Instruct crews of tracked vehicles on the use of fixed fire extinguishers.
- (h) Inspect all fire extinguishers monthly. NOTE: All extinguishers will be given a thorough inspection semi-annually.
- (i) Recharge or cause to be recharged all soda-acid-foam-type fire extinguishers annually.
- (j) Ensure that emergency information required locally is placed in a conspicuous location near each telephone.
- (k) Check to see that evacuation diagrams are current and correct and that warning devices are available in sleeping areas.
- (l) Conduct fire drills as required.
- (m) Have all CO₂ type extinguishers weighed semi-annually.

F. Safety Officer.

- (1) Responsibilities: The Safety Officer is responsible to the Commander to implement the Army safety policy in all activities within the unit.
- (2) Functions and Tasks: The document used refers to DA PAM 385-1 for establishing a good safety program in

the unit. [See Safety Program Activity for explicit function and tasks.]

G. Communications Officer.

- (1) Responsibilities: This officer is responsible to the commander for the supervision and instruction of communications personnel.
- (2) Functions and Tasks: The Communications Officer will--
 - (a) Issue communications, electronics, operating instructions, abstracts on a "need to know" basis; supervise the maintenance of records IAW TM 38-750; and requisition resupply and repair parts.
 - (b) Supervise the communication chief and radio repair people.
 - (c) Instruct all radio operators on proper radio/telephone procedures, how to perform operator maintenance on the radios, and how to perform the equipment serviceability criterion inspection.

H. Nuclear, Biological, Chemical (NBC) Officer.

- (1) Responsibilities: The NBC Officer is responsible to the unit Commander for the maintenance of CBR equipment and the NBC proficiency of the unit.
- (2) Functions and Tasks: The NBC officer will--
 - (a) Be responsible for the maintenance of protective masks, dosimeters, radiac instruments, chemical detection kits, decontamination kits, and vehicle mounted filter units.
 - (b) Train and implement damage control and nuclear survey teams.
 - (c) Provide a NBC training program for all troops in the unit.

NOTE: The NBC officer is normally sent to an 80-hour course where he attains the necessary tactical proficiency in this field. This course is conducted by higher headquarters.

I. Unit Reenlistment Officer.

- (1) Responsibilities: This officer is responsible for informing the Commander on all matters pertaining to the unit reenlistment program.

(2) Functions and Tasks: The Unit Reenlistment Officer will--

- (a) Maintain the individual reenlistment data cards.
- (b) Submit feeder reports to the career counselor of higher headquarters.
- (c) Conduct spot checks of data cards and closely supervise the effects of the reenlistment NCO.

Comments: Normally, a highly qualified senior or junior NCO is placed on unit orders to assist the unit reenlistment program. This NCO's primary functions are:

- (a) Maintaining the reenlistment data cards.
- (b) Posting reenlistment posters in the unit area.
- (c) Maintaining statistical data and forwarding feeder reports to higher headquarters.

NOTE: The individual responsible for selecting the NCO for the reenlistment program was not specified in this manual.

J. Ammunition Officer.

- (1) Responsibilities: The Ammunition Officer is responsible to the Commander for the control, maintenance, and requisition of training and basic load ammunition.
- (2) Functions and Tasks: The Ammunition Officer will--
 - (a) Inventory ammunition to maintain correct lot numbers of amount and authorized types of ammunition.
 - (b) Maintain ammunition stock status cards to reflect the current data and test firing data.
 - (c) Turn in damaged and excess ammunition to higher headquarters (S4).
 - (d) Requisition training ammunition in accordance with training needs.
 - (e) Inspect stored ammunition while vehicles are at ordnance or repairs.

K. Claims Officer.

- (1) Responsibilities: This officer is responsible to the Commander for all claims matters in the command.

(2) Functions and Tasks: The Claims Officer will--

- (a) Visit the scene of the incident and personally inspect the damage to property.
- (b) Obtain all evidence that will assist in the settlement of the claim.
- (c) Inspect police files including accident reports when applicable.
- (d) Prepare a written report of investigation covering all pertinent aspects of the incident, including, when necessary, recommendations as to both liability and amount.

General Comments: Each separate battalion, squadron, regiment, etc., is required to appoint as Claims Officer a qualified commissioned officer. At the unit, battery, troop level, the unit Claims Officer will usually be the investigating officer.

L. Unit Postal Officer.

- (1) Responsibilities: The Unit Postal Officer is responsible to the unit Commander for the efficient operation of mail service in the organization.
- (2) Functions and Tasks: The Unit Postal Officer will--
 - (a) Supervise the unit mail clerk.
 - (b) Check daily to ensure that registered, numbered, insured, and certified mails are properly accounted for.
 - (c) Inspect the unit mail room frequently.

General Comments: Army Regulation 65-75 requires that a Unit Postal Officer be appointed in writing by the Commander of each military unit that operates a separate mail room. A company-size unit will not be required to have a Postal Officer; however, the same guidelines will be followed whether a company or higher unit level is involved.

M. Troop Information and Education Officer.

- (1) Responsibilities: This officer is responsible to the Commander for the troop information and education part of the unit bulletin board.
- (2) Functions and Tasks: The Troop Information and Education Officer will--

- (a) Keep the Commander informed of the unit education status.
- (b) Assist those who desire to raise their education level.

N. Classified Documents Officer (Security Manager).

- (1) Responsibilities: This officer is responsible to the Commander for conducting physical security checks in the unit area and safeguarding classified documents at the unit level.
- (2) Functions and Tasks: The Classified Documents Officer will--
 - (a) Conduct physical security spot checks of desk drawers and office in/out boxes.
 - (b) Must ensure that no unauthorized persons have access to the containers.

General Comments: This additional duty requires only a small part of an officer's time to perform.

O. Income Tax Officer.

- (1) Responsibilities: This officer helps soldiers in the command with their federal and state income tax reports.
- (2) Functions and Tasks: The Income Tax Officer will--
 - (a) Assist the soldiers in the unit so they pay only the amount required by law.
 - (b) Ensure that the soldiers do not have to go to court later.

General Comments: Most Income Tax Officers go to a special school for about one week near Christmas time. This course is presented by higher headquarters or civilian authorities.

P. Vector Control Officer.

- (1) Responsibilities: This officer is responsible to the unit Commander for the prevention and control of disease vectors and pests that impair morale and efficiency.
- (2) Functions and Tasks: The Vector Control Officer will--

- (a) Conduct frequent inspections and ensure latrines are inspected daily. Higher headquarters will assist the Vector Control Officer and give guidance on local problems.

Q. Military Payment Certificate Officer (MPC).

- (1) Responsibilities: This officer is responsible to the Commander for the conversion and exchange of U.S. currency into foreign denominations.
- (2) Functions and Tasks: The MPC Officer will--
 - (a) Be responsible for the conversion of U.S. dollars into foreign currency.
 - (b) In the event of a change of MPC series, this officer is responsible for the collection of old series certificates in exchange for new series certificates. A log must be maintained of all military certificate denomination numbers as well as the donating party's name.

R. Primary Censor Officer.

- (1) Responsibilities: The Primary Censor Officer is responsible for censorship of mail and communications at the unit level, when ordered by Department of Defense directives.
- (2) Functions and Tasks: The Primary Censor Officer will--
 - (a) Have a thorough knowledge of censorship regulations.
 - (b) Expeditiously treat any communication that passes through his hands.
 - (c) Provide instruction in censorship for persons whose communication is examined.
 - (d) Protect the confidential nature of the information.
 - (e) See that no mark is made or any writing inserted in a letter, envelope, or partial except as specifically required in the performance of the duties.

General Comments: Troops should be given sufficient training in censorship to ensure that they are familiar with current regulations. This training may be given concurrently with periodic security instruction or it may be given as a part of the regular training program.

S. Utilities Conservation Officer.

- (1) Responsibilities: This officer is responsible to the Commander for the implementation of the utilities utilization program in conjunction with local SOP and regulations dealing with utilities conservation.
- (2) Functions and Tasks: The Conservation Officer will--
 - (a) Conduct periodic inspections and reports, and indicate areas where utilities are being used unnecessarily, and whether inoperable facilities are repairable through the self-help program or require post engineer service. [See Energy Conservation Management Activity for further details.]

T. Venereal Disease Control Officer.

- (1) Responsibilities: The VD Control Officer is responsible for informing the Commander on the status of VD within the unit.
- (2) Functions and Tasks: The VD Control Officer will--
 - (a) Provide a good education program on the dangers of VD.
 - (b) Ensure the availability of protective measures and encourage their use.

U. Maneuver/Damage Control Officer.

- (1) Responsibilities: This officer is responsible to the Commander to report to higher headquarters all damage to civilian property incurred during an Army maneuver conducted off a military reservation.
- (2) Functions and Tasks: No explicit functions and tasks were identified.

General Comments: This additional duty of Maneuver/Damage Control Officer is performed only during off post maneuvers involving military units. In the United States, this duty is not performed on a regular basis as it is in overseas command.

V. Form Control and Records Management Officer.

- (1) Responsibilities: This officer is responsible to the Commander for supervising the unit form management program.

(2) Functions and Tasks: The Form Control and Records Management Officer will--

- (a) Advise the Commander on all form management matters.
- (b) Ensure that no unauthorized forms are used by any member of the unit.
- (c) Coordinate with the Battalion or Squadron for Form Control and Records Management Officer (usually the S1).

General Comments: This additional duty requires only a small percentage of an officer's time as compared to such duties as Mess Officer, Supply Officer, or Maintenance Officer.

W. Voting Officer.

- (1) Responsibilities: The Voting Officer is responsible to the Commander for disseminating voting information made available by the Department of the Army.
- (2) Functions and Tasks: This officer will--
 - (a) Provide assistance and information regarding procurement and the submission of absentee ballots.
 - (b) See that the policy stated in Army Regulation 608-20 is implemented within the command.
 - (c) Ensure that every person is given an opportunity to receive advice and assistance in the procedures of absentee voting in accordance with the state laws.

General Comments: Although it is no longer required by Army Regulations, some commanders may choose to appoint a Voting Officer.

X. Security Officer.

- (1) Responsibilities: The Security Officer is responsible to the Commander for the physical security of certain highly controlled items.
- (2) Functions and Tasks: The Security Officer will--
 - (a) Control classified material handling.
 - (b) Maintain a current roster of clearances.

- (c) Assist in obtaining clearances.

General Comments: Highly controlled weapons - these items are weapons, binoculars, or anything designated by the Commander as such. Usually the sensitive items are secured in the unit arms room, thus as Security Officer, he is responsible for the physical security of the arms room.

Y. Repairs and Utilities Officer.

- (1) Responsibilities: This officer assists the Commander by reporting deficiencies in buildings and grounds to permit repair by installation engineer personnel or through unit self-help programs.

- (2) Functions and Tasks: The Repairs and Utilities Officer will--

- (a) Supervise the unit self help program.
- (b) Report all buildings and grounds deficiencies to post engineers by submitting work orders or telephonically informing the appropriate personnel that an emergency exists.
- (c) Report electrical failures and plumbing deficiencies.
- (d) Inspect all work done by post engineers or repair teams.
- (e) Supervise the unit self help program.

- Z. Self Help Officer: See Self Help Program Activity for requirements.

- AA. Logistic Readiness Officers/NCOs: See Logistic Readiness Activity for requirements.

- BB. Crime Prevention Officer: See Crime Prevention Program Activity for requirements.

- CC. Reenlistment NCO: See Unit Reenlistment Program Activity for requirements.

- 4. REFERENCES: Field Manual 25-2 (Test), CABL Procedures Manual, Fort Ord.

- 5. FREQUENCY: See content areas.

6. COMMENTS: CABL Procedures Manual states the following--
- A. The ISG will request assignments for additional duties from the Personnel Administration Center (PAC).
 - B. Duties should be consolidated when possible for all units, e.g., 2LT Smith appointed as Security Manager for A Co, B Co, C Co, etc.
 - C. Company will maintain all additional duty appointments in the files.

ADMINISTRATION

1. ACTIVITY: Duty Rosters.
2. MISSION: Duty rosters are kept for recording the duty performed in the organization to make an accurate determination of duty assignments. A separate roster generally will be maintained for each duty requiring the detail of individuals. All assignments to details except authorized special duty details normally will be made IAW applicable rosters. [No positive action oriented mission statement could be identified.]
3. RESPONSIBILITIES: Commanders are authorized to establish methods and procedures for duty rosters which best suit the needs of their organization. The ISG is responsible to prepare the duty roster.
4. FUNCTIONS AND TASKS: ISGs will maintain and prepare the duty roster and post the roster for those days on which a detail is selected.
5. FREQUENCY: Not specified.
6. REFERENCES: Army Regulation 220-45; Field Manual 7-11B/C/CM. DA PAM 1-2.
7. COMMENTS: Does not specify the echelon of unit or Commander.
8. DOCUMENT COMPARISON: DA PAM 1-2 states PAC will normally maintain all DA Forms 6 (Duty Rosters) and prepare the detail announcements for each of their support units. Certain situations could warrant maintenance of the DA Form 6 at the unit.

ADMINISTRATION

1. ACTIVITY: Dental Examinations.
2. MISSION: Dental examination must be performed and consist of a thorough inspection and evaluation of teeth and adjacent structures and tissues.
3. RESPONSIBILITIES: Commanders are required to ensure that members of their command receive an evaluation of their oral health status. [No other explicit responsibility could be identified.]
4. FUNCTIONS AND TASKS: Higher headquarters will conduct the evaluation. The ISG will--
 - A. Inform individuals of appointments.
 - B. Annotate the roster of the attendance after completion of the appointment.
 - C. List reasons for those who failed to keep the appointments.
5. FREQUENCY: A dental examination is required annually for active duty Army personnel. It is normally conducted during the month of birth.
6. REFERENCES: Army Regulation 40-3.

ADMINISTRATION

1. ACTIVITY: Change of Command.
2. MISSION: To change company responsibility from the outgoing Commander to the incoming Commander.
3. RESPONSIBILITIES: Outgoing Commander and incoming Commander.
4. FUNCTIONS AND TASKS: Commander (incoming and outgoing) will conduct a joint inventory of every item of accountable U.S. Army property. Regardless of other competing demands, nothing must be allowed to compromise the thoroughness of this joint inventory.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 600-3.

ADMINISTRATION

1. ACTIVITY: Organization/Unit Day
2. MISSION: To commemorate the units history in ceremonies that stress unit lineage, honors, and traditions as well as personnel accomplishments.
3. RESPONSIBILITIES: Units may declare an Organizational Day.
4. FUNCTIONS AND TASKS:
 - A. Schedule appropriate ceremonies and activities.
 - B. Should be scheduled on a date of a significant event in the history of the organization.
 - C. Observe Unit Day as a holiday.
5. FREQUENCY: Annual.
6. REFERENCES: Army Regulation 870-5; Ft. Ord Circular 350-19.

ADMINISTRATION

1. ACTIVITY: Week of the Bayonet.
2. MISSION: No positive action oriented mission statement was identified.
3. RESPONSIBILITIES: This activity devotes a week toward competitive activities such as sports, military activities, weapons competition, etc.
4. FUNCTIONS AND TASKS: No explicit functions or tasks were identified.
5. FREQUENCY: Annual.
6. REFERENCES: Fort Ord Circular 350-19.

ADMINISTRATION

1. ACTIVITY: Hearing Conservation Program.
2. MISSION: All personnel must be indoctrinated with the rationale for a hearing conservation program and the absolute necessity for obtaining and wearing personal protective devices.
3. RESPONSIBILITIES: Unit Commander is responsible for all aspects of health and takes appropriate and timely action to protect personnel environmental conditions which may be deleterious to health.
4. FUNCTIONS AND TASKS: Commander will--
 - A. Disseminate information on a periodic basis concerning principles of hearing conservation and the importance of utilizing personnel protective devices.
 - B. Ensure that all designated noise hazardous areas are properly posted with caution signs.
 - C. Ensure all individuals are provided with personal protective devices.
 - D. Ensure that all personnel receive hearing tests.
5. FREQUENCY: On a periodic basis.
6. REFERENCES: Army Regulation 40-5; Fort Ord Circular 40-6.

ADMINISTRATION

1. ACTIVITY: Pay Day Activities.
2. MISSION: No possitive action oriented mission statement was identified.
3. RESPONSIBILITIES: Unit Commanders and personnel responsible for these activities are scheduled on the unit training schedule.
4. FUNCTIONS AND TASKS: Pay day activities will be scheduled for end-of-month pay only and may include:
 - A. Unit ceremonies/parades.
 - B. Muster formations.
 - C. Inspections.
 - D. Leave and earning statement review.
 - E. Review of Personnel Readiness Folders.
 - F. Review of Personnel Data Control (PDC) Card.
 - G. Review of Innoculation Records.
 - H. Inspection of identification tags and identification cards.
 - I. Mandatory training classes.
 - J. Professional development programs for officers and NCOs.
5. FREQUENCY: End of month.
6. REFERENCES: Fort Ord Circular 350-19.

ADMINISTRATION

1. ACTIVITY: Compensatory Time.
2. MISSION: Granted for activities which require personnel to work for sustained periods of time.
3. RESPONSIBILITIES: Approved by major unit Commander.
4. FUNCTIONS AND TASKS: Company Commander will--
 - A. Request approval.
 - B. Accomplish acceptable maintenance prior to compensatory time.
5. FREQUENCY:
 - A. Following night exercises or training terminating after midnight.
 - B. Following exercises or training involving continuous operations exceeding a 24-hour period.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19.

ADMINISTRATION

1. ACTIVITY: Training Holidays.
2. MISSION: Awarded for missions accomplished or goals achieved.
3. RESPONSIBILITIES: Approved by major unit Commanders.
4. FUNCTIONS AND TASKS: Company Commander will--
 - A. Request approval.
 - B. Accomplish full maintenance prior to the training holiday.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 350-1, Draft.

ADMINISTRATION

1. ACTIVITY: Barracks Cleaning.
2. MISSION: No positive action oriented mission statement was identified.
3. RESPONSIBILITIES: [Company Commander and First Sergeant are responsible for overall unit activities. The Platoon Leaders, Platoon Sergeants, Squad Leaders, and Team Leaders are responsible for their respective areas.]
4. FUNCTIONS AND TASKS: No explicit functions and tasks were identified.
5. FREQUENCY: Daily.
6. REFERENCES: Schedule of calls; Commander's Bayonet Guidance (CBG), #5.

ADMINISTRATION

1. ACTIVITY: Preparation of Sick Slip.
2. MISSION: To be used as a means of communication and recording information between AMEED Personnel and the unit Commander of the soldiers.
3. RESPONSIBILITIES: Unit Commander or authorized representative.
4. FUNCTIONS AND TASKS: Unit Commander or representative will--
 - A. Prepare the sick slip.
 - B. Annotate the remarks section with the time the SM departed the unit.
 - C. Prepare two copies.
5. FREQUENCY: Daily or as required.
6. REFERENCES: Infantry Company Commander's Handbook, Unit SOPs; Army Regulation 600-6; DA PAM 1-2.
7. DOCUMENT COMPARISON: Army Regulation 600-6 states sick slip is prepared in two copies. ABL Procedures Manual, Fort Ord, states only one copy will be prepared.

ADMINISTRATION

1. ACTIVITY: Wive's Day/Dependent's Day Program.
2. MISSION: To inform, orient, and indoctrinate enlisted men's wives about Army life and to help them develop a positive attitude toward Fort Ord, their husband's unit, and his duty assignment.
3. RESPONSIBILITIES: The unit Commander, with the aid of the staff and NCOs, will plan the event and arrange for necessary work details. [Unit Commander may be Company or Battalion Commander.]
4. FUNCTIONS AND TASKS: The program may include, but is not limited to, the following:
 - A. Unit Commander with the aid of the staff and NCO's will--
 - (1) Provide special speakers such as chaplain, recreation service personnel.
 - (2) Conduct a briefing on the Company and Battalion purposes.
 - (3) Conduct a visit to a field training site.
 - (4) Schedule a tour to familiarize the wife with the services and opportunities offered.
 - (5) Conduct a question and discussion period.
 - (6) Provide refreshments, a picnic, a cookcut, or lunch in the unit dining facility.
5. FREQUENCY: A quarterly program is suggested.
6. REFERENCES: Fort Ord Circular 608-2.

ADMINISTRATION

1. ACTIVITY: Weight Control Program.
2. MISSION: To keep physically fit in order to perform duties under demanding conditions.
3. RESPONSIBILITIES: Commanders are responsible for identifying individuals who should be evaluated for enrollment in the weight control program. Higher headquarters will establish a weight loss goal. Company/Battery/Troop Commanders will use an individual sick slip IAW AR 600-6, to request an overweight evaluation by a physician at a primary medical treatment facility.
4. FUNCTIONS AND TASKS: Company/Battery/Troop Commanders will--
 - A. Identify and counsel all personnel in their commands who do not present a suitable military appearance or satisfactory level of physical fitness because of an obese/overweight condition.
 - B. Advise personnel placed in the weight control program of possible adverse consequences for failing to achieve and maintain acceptable body weight and personal appearance standards.
 - C. Refer to a physician for evaluation to determine if soldier is overweight, obese, or if there is any medical reason why he should not participate in a weight control program.
 - D. Document the recommendation and action taken in each individual case.
 - E. Ensure that weekly weigh-ins are accomplished.
 - F. Take corrective actions against program failures.
 - G. Submit monthly report as required through Battalion or equivalent headquarters to major unit commanders.
5. FREQUENCY: As required.
6. REFERENCES: Fort Ord Supplement 1 to Army Regulation 600-9; Army Regulation 600-9.

ADMINISTRATION

1. ACTIVITY: Reenlistment Program.
2. MISSION: To meet the unit's and the Army's need for experienced and technically qualified personnel.
3. RESPONSIBILITIES: It is the responsibility of the unit commander to see that the soldiers get good, sound guidance. It is also the unit Commander's responsibility to ensure that persons, who in spite of a satisfactory evaluation score, are unsuitable or undesirable for retention, are not reenlisted. [It is not explicitly stated as to the echelon of unit.]
4. FUNCTIONS AND TASKS:
 - A. Commander will--
 - (1) Conduct a 60-90 day job performance interview for all newly assigned personnel.
 - (2) Interview all personnel during the period 8-10 months prior to Estimated Time of Separation (ETS).
 - (3) Establish a reenlistment incentive awards program.
 - (4) Review the DA Form 1315 (Reenlistment Data Card).
 - (5) Determine the SM's eligibility for reenlistment.
 - (6) Record information from #5 on DA Form 1315.
 - (7) Obtain advice from the Company Reenlistment NCO for eligibility for reenlistment and how to conduct the interviews.
 - (8) Inspect/monitor the DA Form 1315s at least monthly.
 - B. Unit Reenlistment NCO will:
 - (1) Review the DA Form 1315s weekly.
 - (2) Ensure the cards are up to date and properly completed.
 - (3) Ensure the reenlistment films are shown when required.

- (4) Ensure the interviews are conducted.
- (5) Maintain reenlistment bulletin board.
- (6) Ensure the FORSCOM 30-R in the commander's office is up-to-date.
- (7) Conduct a three to four month interview prior to ETS.

C. Higher Headquarters will:

- (1) Prepare DA Form 1315 at the Welcome Center and forward to the Battalion Career Counselor (BCC), who will forward to Company Commander.

- 5. FREQUENCY: Not specified.
- 6. REFERENCES: Field Manual 25-2 (Test); CABL Procedures Manual, Fort Ord; MTOEs 06155HFCIO, Artillery; 06165HFCIO, Artillery; 07015HFCIO, Infantry; DA PAM 1-2; Army Regulation 601-280.
- 7. COMMENTS: The MTOEs list the 1SG at Company/Battery level as the Career Counselor.
- 8. DOCUMENTS COMPARISON: The Artillery/Infantry MTOEs do not authorize a Battalion Career Counselor. This additional duty was not identified in any references.

ADMINISTRATION

1. ACTIVITY: Annual Personnel Records Audit.
2. MISSION: No positive action oriented mission statement was identified.
3. RESPONSIBILITIES: AG MILPO provides the service at the unit. The unit will conduct meaningful training of personnel not being audited.
4. FUNCTIONS AND TASKS: Commanders and LSGs will ensure that personnel are available for the annual audits.
5. FREQUENCY: Annual.
6. REFERENCES: Fort Ord Training Note #6.

ADMINISTRATION

1. ACTIVITY: Defensive Driving Course (DDC).
2. MISSION: To instill in all operators of motor vehicles a responsible attitude and teach the correct driving techniques to prevent motor vehicle accidents which result in serious loss of manpower, costly damage to public property, and unfavorable publicity for the Army.
3. RESPONSIBILITIES:
 - A. Higher headquarters will supervise the overall conduct and quality of instruction, provide and issue student workbooks, instructor kits, and other course material.
 - B. Major unit commanders will ensure that all prospective vehicle drivers have completed the DDC course prior to issuance of a license.
4. FUNCTIONS AND TASKS:
 - A. Schedule all prospective motor vehicle drivers prior to being licensed regardless of age and rank.
 - B. Schedule all assigned TDA or TOE unit military personnel (under 27 years of age regardless of rank, and all E5s and below regardless of age) who possess a valid state and/or Army motor vehicle operator's license, who have not completed the Division DDC Program.
 - C. Schedule personnel whose Da Form 2-1 indicates a score of 90 or below on Motor Vehicle Driver Selection Battery I or below 85 on Battery II.
5. FREQUENCY: Not specified.
6. REFERENCE: Fort Ord Regulation 385-1.

ADMINISTRATION

1. ACTIVITY: Self Help Program.
2. MISSION: To provide minor maintenance and repair of building structures and utilities by using organizations.
3. RESPONSIBILITIES: Major unit Commanders are responsible for--
 - A. The designation of qualified personnel as unit Self-Help Officers and NCOs and for providing the Facilities Engineer a list of names and telephone numbers of the officers and NCOs.
 - B. Intra-unit supervision of minor building maintenance and repair IAW referenced directives, and the prevention of unauthorized work.
 - C. Ensuring that designated personnel attend self-help classes provided by higher headquarters.
4. FUNCTIONS AND TASKS: Self-help officers will--
 - A. Conduct periodic inspections to ascertain work needed, and to follow up on work accomplished.
 - B. Ensure that NCOIC personnel performing self-help M&R understand procedures involved.
 - C. Assist in planning and scheduling of work to be done.

The self-help NCOIC is responsible for:

 - A. Supervising unit personnel to ensure that all work is accomplished in a safe and effective manner.
 - B. Coordinating with DFAE shop area representative to acquire technical advice for inspection of the team's work and needed materials.
5. FREQUENCY: Conduct periodic inspections and work as needed.
6. REFERENCES: Fort Ord Regulation 420-1; Fort Ord's Bayonet Commander's Guide.

ADMINISTRATION

1. ACTIVITY: Unit Mail.
2. MISSION: To process both personal and official mail at the unit level.
3. RESPONSIBILITIES: The unit mail supervisor (officer or NCO) is responsible for the efficient operation of mail service. Unit mail clerks are responsible for prompt processing of mail. The commander of each unit which maintains a mail room will appoint the unit mail supervisor and alternates and mail clerks and at least one alternate.
4. FUNCTIONS AND TASKS:
 - A. The unit mail supervisor must develop procedures for--
 - (1) Promptly handling and routing mail to unit members during field exercises.
 - (2) Promptly delivering mail to hospitalized unit members.
 - (3) Properly handling mail for dependents living overseas with a sponsor who is not present at the home station.
 - (4) Delivering dependents' mail to their residence address when they live with their sponsor in CONUS. (A dependent may receive mail through the unit mailroom for a reasonable period after the sponsor is reassigned to a new CONUS duty station, provided the dependent's mail is addressed in care of the sponsor; and dependents may receive mail through military mailrooms when they cannot receive mail at their residences (e.g., when hospitalized).)
 - (5) Training mailclerks. (Training will include study of TC 12-71-13PT.)
 - B. The unit mail supervisor must oversee unit mailclerks to ensure that--

- (1) The procedures discussed in "A" above are performed.
 - (2) Policies on the examination, search, and seizure of mail and Federal laws on offenses against the mail are understood.
 - (3) Outgoing mail is collected at the times given on the DD Forms 1116 (Hours of Collection) posted on mail receiving boxes.
 - (4) Incoming mail is delivered promptly to addressees and all undeliverable mail is disposed of promptly and properly.
 - (5) DD Form 1115 (Mailroom) is conspicuously posted.
- C. The unit mail supervisor must inspect the unit mailroom both daily and weekly.
- D. In addition, the unit mail supervisor will--
- (1) Ensure that unit mailclerks have enough time to do their mail-handling duties efficiently.
 - (2) Ensure the accuracy, completeness, and authorized disposition of accountable mail records.
 - (3) Notify promptly the serving postal officer about unit inactivations, redesignations, or departures.
 - (4) Notify the serving postal activity where service will be terminated and the one that will be providing future service if the unit moves.
 - (5) Consult the serving postal officer on any matter not covered by instructions.
 - (6) Report known or suspected postal offenses.
- E. On his daily inspection, he will--
- (1) Verify that all pieces of accountable mail received are accounted for as given.
 - (2) Ensure that mail is treated properly.
- F. His weekly inspections will ensure compliance with this regulation and will include--
- (1) Checking that postal records are properly maintained.

- (2) Checking all mail on hand to assure prompt and accurate delivery and forwarding.
 - (3) Inspecting mailroom security, using the checklist contained in FM 19-30.
 - (4) Checking that an adequate supply of DA Forms 3955 (Change of Address and Directory Card) are on hand.
 - (5) Reviewing directory files to ensure that they are correct and that all locator actions have been done since the last weekly inspection.
- G. After every weekly inspection, the unit mail supervisor will date and initial DA Form 4239 (Locator Card File Inspection Record). Filed as the first card in the mail directory file, this card indicates that--
- (1) The file is current (all personnel gains, losses, and temporary entries posted).
- H. Serving postal officers will inspect, unannounced, unit mailrooms quarterly.
- I. The unit mail clerk will--
- (1) Provide mail service per existing Federal postal laws and Army regulations.
 - (2) Assist and advise unit members. If a unit mailclerk is unable to give assistance, he will consult the unit mail supervisor.
 - (3) Safeguard mail at all times.
 - (4) Maintain accountable mail records.
 - (5) Maintain a mail directory file.
 - (6) Dispose of undeliverable mail properly.
 - (7) Rewrap and indorse mail damaged after acceptance from the serving postal activity.
 - (8) Report known or suspected postal offenses to the unit mail supervisor.
5. FREQUENCY: Unit mailroom inspections-- unit mail supervisors will inspect the unit mailroom each day and each calendar week.
6. REFERENCE: Army Regulation 65-75.

ADMINISTRATION

1. ACTIVITY: Morning Parade, Required Formations and Activities.
2. MISSION: No positive action oriented mission statement was identified.
3. RESPONSIBILITIES: Unit Commander will give every assistance to their NCO's in developing and coordinating Morning Parade activities. Battalion CSM and ISGs will conduct Morning Parade programs for their units.
4. FUNCTIONS AND TASKS:
 - A. Unit Commander will:
 - (1) Ensure that unit orderly rooms are manned during Morning Parade.
 - (2) Arrange for security of valuables during Morning Parade.
 - B. Battalion CSM and ISGs will:
 - (1) Ensure high standards are maintained and training is conducted in accordance with published training guidance.
 - (2) Select personnel and conduct training program for battalion color guards.
 - (3) Conduct a training program for guidon bearers.
 - (4) Establish straggler control program for PT runs and unit marches.
 - (5) Ensure adequate barracks guards and traffic control personnel are designated.
 - C. Activities may include but are not limited to:
 - (1) Conduction of physical fitness training program that will ensure all personnel can successfully complete the PT test required for their job position.

- (2) Conduction of inspection of troops, barracks, and equipment.
- (3) Conduction of dismounted drill that includes squad, platoon, company, and battalion mass drills as required in the unit's training.
- (4) Allowance of all personnel the opportunity to shower, make necessary uniform and footgear adjustments, and other necessary hygienic functions so that they will be clean and comfortable the rest of the day.

5. FREQUENCY: Daily.

6. REFERENCES: Fort Ord Regulation 350-1.

ADMINISTRATION

1. ACTIVITY: Safety Program.
2. MISSION: To reduce accidental manpower and property losses thus providing more efficient utilization of resources and improving the combat effectiveness of the unit.
3. RESPONSIBILITIES: Unit commanders are responsible for preventing accidents in their organizations as a direct and inherent responsibility of command, ensuring that the duties and responsibilities are continuously and effectively discharged with their units. Commanders at all levels will designate a Unit Safety Officer and Safety NCO who will assume the staff responsibilities. These units will be consistent with the intent and purpose as outlined in unit safety management manual.
4. FUNCTIONS AND TASKS: The unit commander or the designated Unit Safety Officer will:
 - A. Ensure time to complete an accurate investigation and reporting of accidents by the immediate superior of the individuals involved.
 - B. Conduct monthly accident inspections of all facilities, equipment procedures or operations under direct supervision of the Company/Battery or comparable Commander.
 - C. Prepare a brief written summary of the accident prevention inspection describing the hazards and deficiencies detected and submit through channels to the major Unit Safety Officer for review and action.
 - D. Establish a reference source of all applicable regulations, standard operating procedures, instruction manuals, and other directives and policies that govern or relate to the unit safety program.
 - E. Ensure the understanding of and compliance with applicable safety procedures and directives issued by higher headquarters.
 - F. Request assistance from the higher headquarters Safety Director or from the Safety Officer of the appropriate

higher headquarters in all safety matters to include: orientation and guidance in policy, directive, safety training, and promotional materials sufficiency problems and trends, accident reporting procedures, and other matters essential to the unit accident prevention program.

- G. Issue directives pertaining to hazards connected with planned water operations and water activities.
 - H. Designate approved areas for water activities. Off limit areas should be specified.
 - I. Issue directives pertaining to hazards connected with planned water operations and water activities.
 - J. Conduct brief monthly organizational safety classes in conjunction with special or national holiday periods. To be effective, safety classes should be correlated with Army activities as well as off-post/off-duty activities stressing good driving habits and recreational safety. Safety class attendance will be annotated on unit training records and attendance will be mandatory. Monthly safety classes are not to be construed as a supplement for day-to-day safety.
 - K. Perform other duties as are necessary to accomplish the objectives of the unit safety program.
5. FREQUENCY: Conduct monthly accident inspection. Conduct brief monthly organizational safety classes. Other duties are continuous.
6. REFERENCES: Fort Ord Supplement 1 to Army Regulation 385-10; Army Regulation 385-10; Army Regulation 385-55; Army Regulation 385-15; Fort Ord Regulation 385-1.

ADMINISTRATION

1. ACTIVITY: Logistic Readiness.
2. MISSION: Preparedness of a unit to carry out it's mission with respect to the availability and operability of material and resources required to maintain an operational capability.
3. RESPONSIBILITIES: No explicit responsibilities could be identified.
4. FUNCTIONS AND TASKS:
 - A. Commanders at all levels will:
 - (1) Determine the causes of readiness deficiencies and take corrective action within their areas of responsibility.
 - (2) Report shortfalls of material which require intensive management above the unit level.
 - (3) Set up supply and maintenance controls.
 - (4) Ensure accuracy in logistics reporting.
 - (5) Appoint a Logistic Readiness Officer or NCO.
 - B. Logistic Readiness Officer/NCO will:
 - (1) Keep the commander aware of the unit's logistic readiness status and advise as needed.
 - (2) Help the commander detect and correct logistic readiness deficiencies.
5. FREQUENCY: Not specified.
6. REFERENCES: Army Regulation 11-14.

ADMINISTRATION

1. ACTIVITY: Supply Discipline.
2. MISSION: Enforce proper accountability of government property.
3. RESPONSIBILITIES: Each commander and supervisor and Company/Battery/Troop/Detachment Commander is responsible for care and safekeeping of DA property.
4. FUNCTIONS AND TASKS:
 - A. Commanders and supervisors will:
 - (1) Manage supplies and equipment used by each member of his command.
 - (2) Inspect and inventory the units as often as necessary.
 - (3) Initiate investigation of lost, damaged, or destroyed property.
 - (4) Complete joint inventories IAW AR 710-2 upon change of a subordinate responsible for property.
 - (5) Establish controls to ensure each person responsible for property is properly cleared before departure from the unit, section, platoon, etc.
 - B. Company/Battery/Troop/Detachment Commanders will:
 - (1) Before assuming command, inventory each item of equipment.
 - (2) Sign for each item of property issued to the unit.
 - (3) Assign responsibility for care and safekeeping of each item of property in the unit.
 - (4) Hand receipt all property to the lowest manageable user level.
 - (5) Designate a specific secure area where individuals may store their equipment and property.

- (6) Provide secure storage for clothing and equipment of persons on authorized absence.
- (7) Secure, inventory, process, and dispose of absentee clothing and equipment IAW AR 700-84.
- (8) Ensure that inventories are taken as prescribed in AR 710-2 or more frequently.
- (9) Ensure that all losses resulting from thefts or break-ins are investigated promptly and reported to higher headquarters.
- (10) Require soldiers to replace missing organizational clothing immediately.
- (11) Inform each member of the unit of their personal responsibility.
- (12) Initiate adjustment documents, a report of survey, statement of charges of GPLD report within five working days after discovery of loss, damage, or destruction of property.
- (13) Ensure that property responsibility is transferred by joint inventory upon replacement of persons responsible for property.
- (14) Establish controls to ensure that each individual clears the supply room properly before permanently departing the unit.

5. FREQUENCY: Not specified.

6. REFERENCES: Army Regulation 735-11.

ADMINISTRATION

1. ACTIVITY: Clothing Discipline.
2. MISSION: Issue and sale, maintenance, replacement and disposition of military clothing.
3. RESPONSIBILITY: (See Functions and Tasks).
4. FUNCTIONS AND TASKS:
 - A. Commanders at all echelons will be responsible for ensuring that:
 - (1) All enlisted personnel under their commands obtain the initial allowances of personal clothing items during initial processing and required supplementary allowances of personal clothing, if applicable, as approved by the major command.
 - (2) Authorized items of personal clothing are in the possession of individuals and are maintained in a serviceable condition at all times.
 - (3) Initial allowances of personal clothing and items sold in clothing stores are properly fitted and, if necessary, altered at the time of issue or sale.
 - (4) Sale, issue, and alteration facilities are provided as required.
 - (5) All uniforms are properly fitted.
 - (6) All clothing is worn as prescribed.
 - (7) Individuals are not required to purchase items in excess of authorized allowances.
 - (8) All personnel are aware that the sale, gift, loan, barter, or pledge of clothing to unauthorized persons is prohibited.
 - (9) Unit commander, unit supply personnel and enlisted personnel are apprised of their responsibilities including location, operating hours, and procedures

of the installation clothing sales store.

B. Enlisted personnel are responsible for:

- (1) Having in their possession, in a serviceable condition at all times, the items and quantities of personal uniform clothing issued to them, including requirements for new items and for supplemental allowances.
- (2) Maintaining a smart military appearance at all times, and assuring that their uniforms fit properly, and are worn as prescribed by AR 670-5 or AR 670-30, as applicable.
- (3) Utilizing the monthly clothing maintenance allowance paid them by the government for the repair or replacement of clothing items. In this connection, it is the individual's responsibility to accumulate the cash maintenance allowance, as necessary, to permit cash purchase of clothing items.
- (4) Safeguarding their uniforms and equipment at all times, to include during all movements, unless competent military authority directs movement of baggage on a "unit" basis or on a government bill of lading.
- (5) Assuring that distinctive or common items of the uniform purchased from commercial sources conform to the specifications for the like military item as to design, shade, cloth, and fit. See AR 702-2.

C. Unit commanders are responsible for:

- (1) Continual education of enlisted personnel in the operation of the clothing allowance system, including information on entitlement to allowances, purpose, and amount of the maintenance allowance, the responsibilities of the individual as outlined above, and the current prices of "clothing bag" items in the clothing allowance system.
- (2) Exercising stringent controls on charge sales, keeping the approval of such sales to an absolute minimum.
- (3) Assuring that clothing is properly marked.
- (4) Insuring that enlisted personnel have in their possession, in serviceable condition at all times, those

items required to be maintained, and as provided for. Performing and recording clothing showdown inspections as follows:

- (a) Upon completion of 6 months active duty service.
- (b) Upon arrival of newly assigned personnel.
- (c) At duty station upon return from overseas areas.
- (d) Prior to departure of personnel for overseas movement or other permanent change of station.
- (e) Prior to departure of personnel to attend service schools or other temporary duty assignments.
- (f) At the discretion of the unit commander (except as stated above), i.e., the individual making a statement or claim that could result in a request for gratuitous issue or when directed by higher authority.

Note: The unit commander may authorize noncommissioned officers and specialists in pay grades E5 through E9 to furnish a signed statement that they have in their possession all mandatory clothing items in the required quantity, serviceability, appearance, fit and that garments have not been subjected to unauthorized alternations. A copy of the most current signed statement will be maintained by the unit.

5. FREQUENCY: As required.

6. REFERENCE: Army Regulation 700-84.

ADMINISTRATION

1. ACTIVITY: Crime Prevention Program.
2. MISSION: To identify, control, reduce, eliminate, or neutralize conditions conducive to crime.
3. RESPONSIBILITY: Crime prevention is a command responsibility. The chain of command provides a framework for an effective program. Programs will be written and implemented at all levels of command down to and including company size units. Higher headquarters will appoint in writing a crime prevention officer at all levels of command including company size elements.
4. FUNCTIONS AND TASKS:
 - A. Crime prevention programs will emphasize:
 - (1) Planning, organization, and implementation to achieve objectives.
 - (2) Total interface among commanders and staff activities to include involvement of the individual soldier.
 - (3) The installation or activity law enforcement officer, while sharing responsibility for a balanced crime prevention program with other staff agencies, is the principal advisor to the commander for crime prevention.
 - (4) Where and how commanders may obtain technical assistance, i.e., crime prevention surveys and inspections, physical security surveys, and inspections.
 - (5) The need for adequate personnel, equipment, and monetary resources for crime prevention activities in accordance with established priorities.
 - (6) Physical security planning, as a crime prevention means, consisting of people and material elements combined to create protective safeguards, management for administering the system, and methods for continuing effective operation. None of these elements can be considered exclusive of the others as each is essential to the total system.

- (7) Physical security inspections and surveys to be conducted by military police personnel or physical security inspectors. Physical security inspectors will be selected, trained, qualified, and issued credentials in accordance with the provisions of Army Regulation 190-13.

B. Crime prevention officer's duties will include but are not limited to:

- (1) Ensure that a crime prevention orientation is presented to newly assigned personnel.
- (2) As a minimum, conduct monthly announced and/or unannounced crime prevention inspections of unit areas using a locally developed checklist. Inspection results will be maintained on file in accordance with AR 340-18-5.
- (3) Ensure electrostatic markers are made available to unit personnel for marking personal property for identification.
- (4) Establish and conduct aggressive troop educational and public information programs as part of the overall crime prevention effort. As a minimum, the programs will focus on providing crime prevention information, i.e., unspecified individuals will:
 - (a) Maintain 470s (Local Crime Prevention Form) on all personnel who live in the barracks.
 - (b) Ensure 470s are complete.

5. FREQUENCY: Continuous frequency of inspection is listed in the above.

6. REFERENCES: Bayonet Commander's Guide, Fort Ord; Army Regulation 190-31.

ADMINISTRATION

1. ACTIVITY: Leave and Earning Statements (Pay).
2. MISSION: No positive action oriented mission statement could be identified.
3. RESPONSIBILITIES: Commander, along with Executive Officer and 1SG, is responsible for reviewing the Leave and Earning Statement (LES).
4. FUNCTIONS AND TASKS:
 - A. Ensure that each soldier has a LES or proper action has been taken to locate missing LES.
 - B. Check that the soldier's identification and address are correct.
 - C. Check to determine if soldier is paid only entitlements which are authorized.
 - D. Where discrepancies are observed, Commanders must initiate immediate action.
5. FREQUENCY: [Upon receipt of LES.]
6. REFERENCES: Commander's Bayonet Guidance #16. Consolidated at Battalion Level Procedures Manual (CABL), Fort Ord, CA.

ADMINISTRATION

1. ACTIVITY: Letters of Indebtedness.
2. MISSION: To ensure financial obligations are met by the soldier in a proper and timely manner.
3. RESPONSIBILITIES: Immediate Commander.
4. FUNCTIONS AND TASKS:
 - A. Upon receipt of a letter of indebtedness, the Commander will:
 - (1) Review all available facts surrounding the transaction forming the basis of the complaint.
 - (2) Review the member's legal rights and obligations and any defenses or counterclaim the member may have.
 - (3) Advise the soldier as to what action should be taken; advise of the responsibility to pay the just financial obligation.
 - (4) Advise the soldier of the counseling services available under the Legal Assistance Program.
 - (5) Reply to the complainant advising the soldier of DA policy and the soldier's intention regarding payment if the obligation is admitted by the soldier.
 - (6) Reply directly to the complainant if the obligation or the amount is disputed or denied by the member.
 - (7) Take appropriate follow up action.
 - (8) Forward complaints received after a service member has been reassigned.
5. FREQUENCY: Upon receipt of the indebtedness by creditors.
6. REFERENCES: Field Manual 25-2 (Test); Army Regulation 600-4, CABL Procedures Manual, Fort Ord; Army Regulation 600-15; DA PAM 1-2.

COMMENTS: Cases involving individuals who fail to pay their just debts, and those involving chronic indebtedness, will be considered for appropriate disciplinary action by the unit commander.

DOCUMENT COMPARISON: Fort Ord CABL Procedures Manual states company Commanders will refer all letters of indebtedness to PAC for preparation of formal replies by using the Letter of Indebtedness Worksheet, but FM 25-2 lists several positive actions to be taken by the Commander. DA PAM 1-2 states Commander should complete the preprinted form letter in handwriting and return it to the creditor. If form letter is not appropriate, a handwritten draft should be prepared and sent to PAC for typing.

ADMINISTRATION

1. ACTIVITY: Request for Leave.
2. MISSION: To obtain approval and disapproval and to ensure leave is beneficial to health and morale and is essential to efficient performance of military duty.
3. RESPONSIBILITIES: Company/Battery/Troop/Separate Detachment Commander may approve requests for leave.
4. FUNCTIONS AND TASKS:
 - A. Ensure that leave granted does not conflict with military requirements or other needs of the service.
 - B. Ensure each person departing on leave is fully aware of their accrued leave status as of date of departure.
 - C. Brief soldier passing into excess leave status concentrating on loss of pay and allowances during periods of excess leave.
 - D. Ensure that all the troops are given the opportunity to take leave to which they are entitled.
 - E. Routes DA Form 31 to the PAC.
 - F. Battalion PAC will verify blocks 10, 11, and 12 of DA Form 31 (Leave Request) by checking service members Leave and Earning Statement (LES).
5. FREQUENCY: As required.
6. REFERENCES: Field Manual 25-2, Test; DA PAM 1-2; Army Regulation 630-5.

ADMINISTRATION

1. ACTIVITY: Bar to Reenlistments.
2. MISSION: To ensure an individual classified as unfit or unsuitable will not be reenlisted into the U.S. Army.
3. RESPONSIBILITIES: Unit Commander will initiate appropriate actions. Higher headquarters will be the approving authority.
4. FUNCTIONS AND TASKS: Unit Commander will--
 - A. Prepare a certificate (DA Form 4126-R) signed in duplicate summarizing the basis for intent to initiate Bar to Reenlistment procedures.
 - B. Provide the PAC with records of counseling/punishment statements.
 - C. Refer the certificate to the enlisted person concerned for a statement in his behalf.
 - D. Certificate will be processed through higher headquarters.
5. FREQUENCY: As required.
6. REFERENCES: Field Manual 25-2 (Test); CABL Procedures Manual, Fort Ord; Army Regulation 601-2804; DA PAM 1-2.
7. DOCUMENT COMPARISON: Fort Ord CABL Procedures Manual states that company Commander will prepare informal input to PAC recommending Bar to Reenlistment. PAC will prepare formal recommendations and supporting documents.

ADMINISTRATION

1. ACTIVITY: Human Relation Council (HRC).
2. MISSION: To ensure enhancement of human related goals such as morale, health, and welfare.
3. RESPONSIBILITIES: Major unit and Battalion Commanders will establish an HRC to serve their units. Company level commanders may, at their discretion, establish an HRC.

Commanders will appoint an enlisted service member to act as HRC representative at Battalion level. HRC members will not be members of Equal Opportunity (EO) staffs.

The HRC representative will have direct access to his/her commander.

4. FUNCTIONS AND TASKS:

A. Commander will:

- (1) Serve as counselor to the HRC constituted to support their commands.
- (2) Serve as counselor to his HRC chairperson who will also act as the unit representative at the next higher level HRC. Company or Battery Commanders who elect not to sponsor an HRC will identify a unit representative to sit on the next higher level HRC. In this capacity commanders will:
 - (a) Provide specific guidance to unit representative as to the scope of the service member's duties and responsibilities.
 - (b) Provide clerical support to unit representative.
 - (c) Directly supervise the activities of the unit representative.
- (3) Monitor the Enlisted Evaluation Report or Senior Enlisted Evaluation Report of the unit representative.
- (4) In conjunction with unit representative, ensure that

an accurate cross representation of unit, based upon racial, ethnic, and sexual makeup, is solicited for ideas and is represented in the council.

- (5) Approve council minutes.
- (6) Keep unit representation informed on actions taken in response to information provided regarding suggestions and observations.
- (7) In conjunction with unit representatives, publicize through such media as command information periods, unit questions and answer sessions, and HRC bulletin boards, positive actions taken to resolve problems.
- (8) Ensure that questions and suggestions requiring action are quickly resolved or are passed through the chain of command to the appropriate agency for solution.

B. Company level HRC representative will:

- (1) Meet with the Company Commander to discuss unit matters bimonthly at a minimum.
- (2) Maintain an HRC bulletin board which will have posted as a minimum pictures of Brigade, Battalion, and Company primary representatives. Photographic support can be obtained from higher headquarters.
- (3) Duties of HRC: Record minutes of the latest Battalion council meeting (company minutes if company level council is established).
- (4) Ensure the HRC bulletin board will be prominently positioned in the company area.

5. FREQUENCY: Stated in the content of Functions and Tasks.

6. REFERENCES: Fort Ord Regulation 600-11.

ADMINISTRATION

1. ACTIVITY: Professional Bayonet Program.
2. MISSION: To recognize the highly professional NCO within the division.
3. RESPONSIBILITIES: Higher headquarters will administer the Professional Bayonet to recognize the outstanding NCOs grades E4 (Corporal) through E7. Commander will identify and sponsor candidates.
4. FUNCTIONS AND TASKS: Commander and First Sergeant with the Staff Section Chief will--
 - A. Select a noncommissioned officer who meets or exceeds the following criteria. The soldier must be:
 - (1) A Corporal (grade E4) through sergeant first class (grade E7) (acting noncommissioned officers are not eligible).
 - (2) A high school graduate or GED equivalency.
 - (3) Assigned to his current unit a minimum of six months (waiverable).
 - (4) Positioned in a supervisory capability.
 - (5) A graduate of a recognized noncommissioned officers leader course, i.e., PLC, PNCOC, BNCOC, or ANCOES: Ranger School, or Drill Sergeant School.
 - (6) Satisfactorily completed the physical fitness test within the previous six months.
 - (7) At least three months retainability in the command when recommended.
 - (8) Not been before a previous OPB board within last 90 days.
 - B. Standards: To be nominated, a noncommissioned officer must have high standards in the following areas--
 - (1) Disciplinary record.

- (2) Military bearing and appearance.
 - (3) Accountability and maintenance of government property issued to unit members.
 - (4) Control of assigned personnel.
 - (5) Demonstrated abilities as a trainer.
 - (6) Demonstrated concern for the welfare of the soldiers.
 - (7) Recognized expertise on matters peculiar to his grade and MOS.
 - (8) Demonstrated through results that the unit can perform its primary mission.
- C. Forward a written recommendation on behalf of the candidate with documentation substantiating remarks. Narrative recommendations must contain specifics with regard to manner in which NCO meets the required standards as opposed to the use of nonsubstantive language.
- D. Unit First Sergeant will sponsor the candidate through the selection process.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 672-1.

ADMINISTRATION

1. ACTIVITY: Enlisted Efficiency Reports (EERs) and Ratings.
2. MISSION: To provide assessment to the soldier's performance traits and potential for advancement; serves as a source of information essential to career management and assists in determining the relative standing of soldiers with their peers.
3. RESPONSIBILITIES:
 - A. Raters--The rater must be:
 - (1) The first-line supervisor of the rated soldier for a minimum period of two months for pay grade E5s and below or three months for pay grades E6 and above.
 - (2) In pay grade E5 or higher, if military, and senior to the rated soldier by at least one pay grade.
 - B. Indorser--The indorser must be:
 - (1) In the direct line of supervision of the rated soldier for a minimum period of two months for pay grades E5 and below or three months for pay grades E6 and above.
 - (2) Senior to the rater in either pay grade or date of rank.
 - C. Reviewer--The reviewer must be a warrant officer, commissioned officer, or Command Sergeant Major/Sergeant Major in direct line of supervision of the indorser and must be senior in either pay grade or date of rank to both the rater and indorser. In the case of a special report, the reviewer must be a field grade officer.

Commander will insure that officers are familiar with all aspects of the rating system.
4. FUNCTIONS AND TASKS:
 - A. Rater will:
 - (1) Observe to the extent possible the rated soldier's job performance and personal actions.
 - (2) Make a complete, accurate, and objective evaluation of the rated soldier's job performance, personal

qualities, and potential during the rated period.

- (3) Ensure that soldiers whose principal additional duties involve the Army's Equal Opportunity Program (EO), have "EO Principal Additional Duty" recorded in block A, part II of the report.
- (4) After the report is completed through part III, counsel the rated soldier regarding the report.

B. Indorser will:

- (1) Observe to the extent possible the rated soldier's job performance and personal actions.
- (2) Make a complete, accurate, and objective evaluation of the rated soldier's job performance, personal qualities, and potential during the rated period.
- (3) Verify that the rater has counseled the soldier. Indorser counseling is encouraged, but not mandatory except when the indorser's portion of the report is adverse, or when, in the judgment of the indorser, his/her rating differs significantly from that of the rater.

C. Reviewer will:

- (1) Ensure that the proper rater and indorser complete the report.
- (2) Examine the rater's and indorser's evaluation from the viewpoint of fairness with respect to the Army and the rated soldier.
- (3) Carefully analyze reports in which the rater's and indorser's evaluations reveal a wide difference of opinion. It is not mandatory that the reviewer resolve honest differences of opinion in entries made by a rater and indorser.
- (4) Ensure that the required comments have been made, to include the basis for reports prepared on personnel relieved for inefficiency or misconduct and that any adverse ratings have been addressed.
- (5) Ensure that reports prepared when a rater is relieved, incapacitated, etc., are prepared by the appropriate individual in the established rating scheme and are prepared only for the circumstances established.

- (6) Ensure that any negative entry for the Equal Opportunity block is adequately documented.
- (7) Inquire as to any unusual circumstances surrounding submission of a report which is adverse.
- (8) Refer adverse reports to rater and/or indorser for further comment or clarification as necessary.
- (9) Complete part VI and forward the report to MILPO.

5. FREQUENCY:

- A. Initial reports--prepared at the time the soldier reaches pay grade E4 as soon as raters qualification is met.
- B. Annual--submitted annually according to the following schedule:

<u>Pay Grade</u>	<u>Closing Date</u>
E4	October
E5	August
E6	June
E7	April
E8	February
E9	December

- C. Change of rater--submitted upon change of the designated rater and at ETS provided qualification is met.
- D. Special reports--submitted only when the soldier's performance has been outstanding or deficient.

6. REFERENCE: Chapter 8, Army Regulation 600-200; DA PAM 1-2.

ADMINISTRATION

1. ACTIVITY: Security of Arms and Ammunition.
2. MISSION: To ensure physical security, standards and procedures to preclude the loss or theft of arms, ammunition and explosives.
3. RESPONSIBILITY: Commanders and unspecified individuals are responsible for seeing that necessary measures are taken to safeguard arm ammunition and explosives at all times; the timely reporting and investigating of all losses; and unit training programs and higher headquarters provide support.

To publicize weapons ammunition and explosives security on a continuing and recurring basis.

4. FUNCTIONS AND TASKS:
 - A. Ensure the arms room meets the standard IAW AR 190-11.
 - B. Weapons will be physically inventoried by serial number at least once each month.
 - C. Inventory by physical count will be conducted each time responsibility for the custody of arms storage keys is transferred.
 - D. Appoint a key custodian.
 - E. Bayonets will be inventoried by physical count at least once monthly.
 - F. Higher headquarters will conduct an unannounced inventory quarterly.
 - G. Maintain written inventory records in unit files for one year.
 - H. If an alternate set of keys is maintained they will be secured at the next higher headquarters and inventoried monthly.
 - I. Ammunition stored in the unit arms rooms will be inventoried monthly.

5. FREQUENCY: Continuous. For inventory frequency see Functions and Tasks.
6. REFERENCE: Army Regulation 190-11; FORSCOM/TRADOC Supplement 1 to Army Regulation 190-11; Fort Ord Supplement I to Army Regulation 190-11.

ADMINISTRATION

1. ACTIVITY: Command Information .
2. MISSION: To build and maintain a climate in which it has the support and confidence of its members.
3. RESPONSIBILITY: At the company, battery, troop and detachment level, the commander is responsible for conducting the program.
4. FUNCTIONS AND TASKS: Company battery troop and detachment level commanders will be responsible for the following:
 - A. Information from the unit commander may be transmitted formally or informally by direct or indirect means, by personal contact, at officer and NCO calls, unit formations and staff meetings, bulletin board announcements, unit newspapers, official announcements, and by commander call.
 - B. Command Information Plans will be prepared at each echelon to meet requirements of all appropriate internal audiences.
 - C. Ensure that members of their command understand pertinent military regulations, policies, and procedures, and appreciate local, national and international events that effect them as soldiers.
5. FREQUENCY: As needed/continuous.
6. REFERENCE: Army Regulation 360-81.
7. COMMENTS: Instruction is provided to enlisted members and officers on policies, procedures, and other pertinent information in formal military schools.

ADMINISTRATION

1. ACTIVITY: Energy Conservation Management .
2. MISSION: To assure energy resources are efficiently and effectively utilized in support of mission requirements.
3. RESPONSIBILITY: Higher headquarters will overall manage responsibility for the energy resources.
4. FUNCTIONS AND TASKS: Commanders of major units will--
 - A. Establish conservation program.
 - B. Develop SOPs to minimize enemy consumption.
 - C. Appoint Utilities Conservation Officer who will:
 - (1) Designate monitors for each building.
 - (2) Inspect for and correct deficiencies when possible.
 - (3) Practice energy control as outlined in Fort Ord Regulation 11-2.
 - (4) Report buildings/utilities for inactivation/disconnection to DFAE.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 11-2; Army Regulation 11-27.

ADMINISTRATION

1. ACTIVITY: Physical Security Program.
2. MISSION: Safeguarding unclassified and nonsensitive Army supplies and equipment at the unit level.
3. RESPONSIBILITIES: Higher headquarters will establish a formal Physical Security Program and designate a Physical Security Officer.

All Commanders are directly responsible for the control and safeguarding of all supplies and equipment under, arriving, or departing their command.

4. FUNCTIONS AND TASKS: Each Commander will--
 - A. Account for property on a continuing basis.
 - B. Know what property is authorized and what is actually on hand.
 - C. Ensure that all property holdings and transactions are properly documented.
 - D. Take timely actions to reconcile any storages or overages.
 - E. Ensure reasonable precautions are taken to safeguard the property from pilferage and wrongful destruction.
 - F. Carry out a command physical security education program.
5. FREQUENCY: Nonspecified.
6. REFERENCE: Army Regulation 190-51.

ADMINISTRATION

1. ACTIVITY: Counsel of Individuals (fully eligible but not recommended for promotion).
2. MISSION: To make each soldier aware of their shortcomings and provide a means by which the unit Commander will suggest ways of improving their promotion eligibility.
3. RESPONSIBILITY: The unit Commander will counsel fully eligible but not recommended soldiers being considered for promotion to grades E2 through E6.
4. FUNCTIONS AND TASKS: All company level unit Commanders will--
 - A. Counsel the soldier the first month they become fully eligible (without requiring a Time in Grade or Time in Service waiver).
 - B. Record counseling session and maintain it on FO Form 1-6.
 - C. Continue to counsel soldiers on a monthly basis.
5. FREQUENCY: See above.
6. REFERENCES: Command Policy 37-79, Fort Ord, CA.
7. COMMENTS: FO Form 1-6 will be maintained only at company, battery, or troop level units.

INSPECTIONS/TESTS/EVALUATIONS

This category includes forms of assessment and evaluation for which the unit must be involved. These evaluations are generally conducted by a higher level unit or outside agency. Internal evaluations and inspections are also included in the following materials.

INSPECTIONS/TESTS/EVALUATIONS: INSPECTIONS

INSPECTIONS

1. **ACTIVITY:** Inspection (General).
2. **MISSION:** To assist the unit commander to prepare for, conduct, and evaluate their unit.
3. **RESPONSIBILITIES:** Commanders are responsible for seeing that all personnel under their control comply with the instructions and procedures for preventive maintenance. Commanders are also responsible for ensuring that each individual user, carrier, and operator of equipment is trained in the operation and preventive maintenance of their assigned equipment and that sufficient time is made available for them to perform this maintenance.
4. **FUNCTIONS AND TASKS:** [There are several types of inspection to be discussed in this section. Therefore, the type of inspection to be discussed will contain a responsibility, the functions and tasks necessary to complete that responsibility, and, if identified, the frequency.]
 - A. **General Inspection.** These inspections are performed by inspector generals acting under the special instructions of major commands. The reason for the general inspection is to ensure high standards of discipline, efficiency, and economy. Areas of interest include:
 - (1) Department of the Army Special Subjects: command implementation of the Army equal opportunity program; security of arms and ammunition; standards of conduct; women in the Army; acquisition of information; wire tap, investigation, monitoring, and eavesdrop activities; command implementation of the Army energy conservation program; the procurement of automated data processing resources; the national environmental policy act; management accountability of Army material; administrative control funds; Army physical fitness and weight control; and unit status report.

- (2) Command: Fire prevention; adequacy of furniture; day room; clean/maintenance; individual clothing/equipment; safety; crime prevention; and Human Relations council (HRC).
- (3) Weapons: Weapons training; arms maintenance; publications; log books; DD Form 314; tools; and special purpose weapon.
- (4) Maintenance Management: Vehicle maintenance; publications; log books; PLL (Prescribed Load List); DD Form 314; driver qualification/training; tool/calibration; POL security (petroleum oil and lubricants); files; engineer equipment; generators; vehicle security; and dispatch.
- (5) Communications: Operation/management; individual and team training; equipment maintenance; log book; publications/files; DD Form 314; calibration; communication self security monitoring programs; and penalty assessment program.
- (6) Administration: SIDPERS; strength accountability; promotion/reductions; OER/SEER/EER; personnel utilization; pay administration; publication management; publications; files; forms management; correspondence; SOD/SDNCO/CQ; duty roster; postal; military justice; personnel register; suspensions; administration of AWOL; UMR maintenance; personnel actions; management/CABL operations; reenlistment; and meal card control.
- (7) NBC: Individual team training; equipment maintenance; administration; maintenance records; and calibration.
- (8) Training Management: information security; privacy act; training management; publications; and files.
- (9) Unit Mobility: Movement plan; class one basic load; class three basic load; class five basic load; class nine (PLL) basic load; forms (pay) basic load; expendables (basic load); security plans; information personnel report; readiness folders; individual requirements; vehicle load plans; NBC readiness; and alert procedures.

- (10) Medical: Training; sick call procedures; aid stations; hearing conservation; publications; logistics; and field sanitation.
- (11) Supply: Hand receipts; clothing records; absentee files; property books; voucher file; document register; suspense; supply discipline; equipment storage; and supply files.
- (12) Food Service Program: Administration; sanitation; waste control; management; personal hygiene; health certificate; food preparation; head count procedures; field mess; and ration and storage.

Duties of the Commander of the unit being inspected by the IG: The Commander will present the following information to the chief of the team:

(1) A statement of the mission of the unit being inspected and a personnel status report showing number of authorized, assigned, and attached personnel by grade. If the unit is a Battalion, a mission statement and personnel report by each Company of the Battalion will be presented, in addition to the Battalion mission statement and personnel recapulization for the Battalion.

(2) A list of Commanders and their tentative dates for present Commander and immediate past Commander.

(3) A list of personnel exempt from additional duty rosters.

(4) A list of personnel on special duty.

(5) A list of assigned personnel receiving on-the-job training in the unit or elsewhere.

(6) A list of personnel who have received approval to obtain off-duty employment in accordance with Army Regulation 600-50.

General Comment: The above (numbers 1-7) will be presented as typed originals.

FREQUENCY: Annually.

B. Command Inspection. These inspections are performed by the unit commander or next higher commander. There are two types of command inspections: the formal and the informal. Both are designed to determine the same points: proficiency of operating personnel, accuracy of supply and accounting procedures being used, the conditions of vehicles and equipment, accuracy of the supply of repair parts, evidence of abuse of equipment, status of administrative records, adherence to security procedures, and compliance with prescribed procedures and regulations.

- (1) Formal Command Inspections. This inspection encompasses all phases of the unit activities, including performance of the personnel. To expedite a formal inspection, the unit commander will (a) issue a training memorandum that gives pertinent information concerning the inspection (this memo is issued far enough in advance of the date of the inspection to allow the unit sufficient time to prepare for it); (b) designate specific individuals including unit officers, NCOs, and technical assistants to assist the commander in conducting the inspection.
- (2) Informal Command Inspections. This inspection is conducted at any opportune time, without advance notice. They do not necessarily encompass all phases of the unit's activities, but provide the commander with first hand information on the manner in which the equipment is maintained.

The functions and tasks of the informal command inspection will contain basic information as in the formal command inspection, but not all of the activities will be inspected.

C. Technical Inspection (TI). This is an inspection made to determine if equipment is operable, or to establish the types and extent of required repairs. The control of technical inspections is a direct responsibility of the commander. Technical inspections are of three types:

- (1) Initial Inspection. This inspection is made to determine what repairs are necessary and if these repairs are within the responsibility and capability of the maintenance unit.
- (2) In-Process Inspection. This inspection is performed by observing actual maintenance being done on equipment undergoing repair.

(3) Final Inspection. This inspection is performed after all repairs have been completed and before the material is returned to the supported unit or depot stock.

D. Spot Check Inspections. Although not required by regulations, spot check inspections are often used to verify the effectiveness of organizational maintenance. Spot check inspections are normally ordered at Division level or higher and may be conducted by experienced maintenance personnel of maintenance support units. Spot check inspections are associated with the road side vehicle checks; however, unit commanders can apply the same principles for inspections of equipment, training, and/or records found in the unit. Personnel in the unit are not inspected.

E. Miscellaneous Inspections. These include:

- (1) Inspections by operators and users to perform preventive maintenance and determine equipment conditions by using equipment serviceability criteria.
- (2) Supervisor's periodic inspection to verify the performance and adequacy of organizational maintenance.
- (3) Inspections made to estimate or determine actual costs of damage. These inspections are normally associated with reports of survey of equipment damage by accident or abuse.

[The following categories are items of inspection or assistance visits that may be included in the above:]

- (1) Barracks Inspections.
- (2) Personnel Inspections.
- (3) Command Maintenance Evaluation Team Inspections (COMET).
- (4) Training Inspections.
- (5) Supply Activities Inventory.
- (6) Maintenance Assistance Instruction Teams (MAIT).
- (7) Vehicle Inspections.

5. FREQUENCY: Identified concluding each type of inspection.
6. REFERENCES: Field Manual 25-2, (TEST); Army Regulation 2901; Ford Ord Circular 20-1; Commander's Bayonet Guidance #5, #21.
7. COMMENTS: Commander's Bayonet Guidance #5, #21, 18 January 1977, identifies the following:
 - A. Daily inspections of the barracks by the unit chain of command.
 - B. Daily inspections of the troops at work call formation.
 - C. Company Commander must require that the Platoon Leaders, Squad Leaders, and Team Leaders inspect their units on a frequent basis.
 - D. Use of the inspection systems should introduce an element of competition.

INSPECTIONS

1. ACTIVITY: Real Property Barracks Inspection.
2. MISSION: To determine if the following are maintained and in good order: Fire Safety, Building Maintenance, Utility Conservation, Hygiene Inspection, or Personal Area/"Layout" Inspection.
3. RESPONSIBILITIES: Inspections are conducted by the unit commanders, LSGs, platoon leaders/SGTs, squad leaders, and section chiefs.
4. FUNCTIONS AND TASKS: The above individual will conduct inspection as required, and document deficiencies only when required.
5. FREQUENCY: As required by unit commander.
6. REFERENCES: DA Pamphlet 1-2.

INSPECTIONS/TESTS/EVALUATIONS: TESTS

TESTS

1. ACTIVITY: Skill Qualification Test.
2. MISSIONS: To measure a soldier's ability to perform specific tasks.
3. RESPONSIBILITIES: Notices are provided by the Test Control Officer (TCO). The TCO is responsible for administrative functioning of the SQT in the field.
4. FUNCTIONS AND TASKS:
 - A. Unit Commander will:
 - (1) Make sure that all soldiers eligible for testing receive an SQT notice.
 - (2) Appoint a Test Site Manager (TSM).
 - (3) Select and train scorers.
 - (4) Provide resources to conduct the three components of the SQT.
 - B. Test Site Manager (TSM) will set up and administer HOC.
 - C. Scorers:
 - (1) Administer a scorable unit at a Hands On Component (HOC) station.
 - (2) Test proctors for the written component.
5. FREQUENCY: Soldiers are required to take an SQT in their primary MOS once every two years. Soldiers who fail to verify the skill level in their current pay grade must be tested during the next regular test period for that MOS. Soldiers who verify their current skill level or qualify for the next higher skill level may voluntarily be retested during the next regular test period for that MOS. Secondary MOS testing by SQT is mandatory one time in the soldier's career. The SQT is administered during a six month test period.
6. REFERENCES: DA Pamphlet 350-37, Draft; FORSCOM Regulation 350-1; Fort Ord Circular 350-19.

TESTS

1. ACTIVITY: Driver Testing and Licensing.
2. MISSION: No positive action oriented mission statement was identified.
3. RESPONSIBILITIES: MTOE units authorized full-time, motor/maintenance officers are authorized to test and license personnel operating tactical motor vehicles. Separate companies and battalions without a motor/maintenance officer will utilize a battalion having a motor/maintenance officer.
4. FUNCTIONS AND TASKS: Commanders of units addressed above will:
 - A. Establish and operate a tactical vehicle operator testing and licensing facility as prescribed by Army Regulation 600-55.
 - B. Appoint a Test Control Officer.
 - C. Designate a primary and alternate officer/warrant officer authorized to sign a SF46.
 - D. Establish strict control and test measures to ensure defensive driver course requirements are fulfilled, adequate training programs are used, and driver testing procedures are followed.
 - E. Requisition and secure controlled test forms.
 - F. Acquire physical evaluation test equipment described in Training Manual 21-300 (optional).
 - G. Prepare and maintain driver qualification records.
 - H. Screen, select, and train potential vehicle operators. Training should include:
 - (1) Installation traffic regulations and State of California vehicle code.
 - (2) Vehicle operation skills and operator maintenance.

(3) Preparation of vehicle operator forms and accident reports.

(4) Driving practice.

Training should be initiated until Phase I testing is successfully completed.

5. FREQUENCY: Not stated.

6. REFERENCES: Fort Ord Circular 600-2; Army Regulation 385-55.

7. COMMENTS: Higher headquarters will schedule personnel for attendance at appropriate Defensive Driving Course; conduct an eight hour and two hour defensive driving course; and provide advice on safety matters related to the driver testing programs.

TESTS

1. ACTIVITY: Expert Field Medical Badge Test.
2. MISSION: [To provide a means to identify and recognize members of the AMEDD for attainment of high level technical skills in performance of Field Medical functions.]
3. RESPONSIBILITIES: Unit training managers in higher headquarters is responsible for sponsoring the test.
4. FUNCTIONS AND TASKS: Unit training managers whose units contain medical personnel will review applicable basic soldering skills manuals. This test will be sponsored by higher headquarters.
5. FREQUENCY: Semiannually.
6. REFERENCES: Fort Ord Circular 350-19; Army Regulation 672-12 (Test).

TESTS

1. ACTIVITY: Expert Infantryman Badge Test (EIB).
2. MISSION: To provide tangible recognition for the attainment of a high degree of professional skill, proficiency, and excellence as an infantryman, and promote individual and unit morale and esprit.
3. RESPONSIBILITIES: Commanders of active Army units listed below are authorized to administer Expert Infantry Badge Tests and award the badge to qualified personnel in their commands: Division commanders, separate brigade and regiment commanders, separate battalion commanders, commanders of U.S. Army training centers, commandants of U.S. Army Infantry School. [No other explicit responsibilities could be identified.]
4. FUNCTIONS AND TASKS: Training managers for infantry units will review the EIB study guide and Soldier's Manuals for applicable infantry subjects.
5. FREQUENCY: Tests will be conducted periodically for those soldiers who have not been awarded the expert infantryman badge.
6. REFERENCES: Army Regulation 672-12, Test Edition; Fort Ord Circular 350-19.

TESTS

1. ACTIVITY: Nuclear, Biological, and Chemical (NBC) Proficiency Test.
2. MISSION: Conduct evaluation of nuclear, biological, and chemical training and instill protection mask confidence.
3. RESPONSIBILITIES: Commanders will conduct evaluations of the NBC unit training. [Not explicitly stated as to the echelon of commander or unit.]
4. FUNCTIONS AND TASKS: Each company size unit will administer an individual proficiency test. This test will contain ten stations for individual proficiency and the standards are based on FM 21-48. A two-phase (CS and camphor) mask confidence exercise (gas chamber) will also be conducted annually by the unit. Higher headquarters will test and evaluate individual, team, and unit NBC proficiency during unit ARTEPs.
5. FREQUENCY: Annually.
6. REFERENCES: Fort Ord Regulation 350-1; Army Regulation 220-58; FORSCOM Regulation 350-1; FORSCOM Circular 350-8.

TESTS

1. ACTIVITY: Physical Fitness Test.
2. MISSION: To aid in evaluation of individual and unit physical fitness program.
3. RESPONSIBILITIES: Commanders will prescribe the use and frequency of physical fitness tests within their units.
4. FUNCTIONS AND TASKS:
 - A. Army personnel, except those over 40 years of age, will complete at a minimum an annual physical fitness test appropriate to their duty assignment.
 - B. The test will be administered IAW FM 21-20 and FM 35-20.
 - C. Annotate score results on DA Form 4415.
 - D. Soldiers should exceed the minimum standard score of 60 points on each test event.
 - E. Obtain a total of at least 300 points to pair.
 - F. In addition, major commanders may determine the effectiveness of the fitness program during inspections by utilizing a random sample of individuals in the organization being inspected.
 - G. Conduct special conditioning programs for those personnel who fail to attain the minimum passing score on the physical fitness test (300 points).
5. FREQUENCY: Army Regulation 600-9 states as a minimum at least once annually and also recommends tests be conducted semiannually and that approximately six months elapse between tests.
6. REFERENCES: Army Regulation 600-9; Fort Ord Regulation 350-1; Fort Ord Circular 350-19; FORSCOM Regulation 350-1; FORSCOM Circular 350-8.

INSPECTIONS/TESTS/EVALUATIONS: EVALUATIONS

EVALUATIONS

1. ACTIVITY: Crew Served Weapons Qualification/Familiarization.
2. MISSIONS: To provide an evaluation to measure crew proficiency with a weapon.
3. RESPONSIBILITIES: Unit commanders will designate and train crews. No other explicit responsibilities could be identified.
4. FUNCTIONS AND TASKS: The following is stated in FORSCOM Circular 350-8 and pertains to all units. [However, the echelon of unit required to conduct, plan, and supervise this training is not specified.]
 - A. M60 Machine Gun, qualification/familiarization.
Frequency: annually.
 - B. .50 Caliber Machine Gun, qualification/familiarization.
Frequency: semiannually.

The following is for Infantry units only.

- A. 81mm Mortar, qualification, all crews semiannually.
Each quarter in which live fire is not conducted.
 - B. 4.2-in Mortar qualification, all crews, semiannually,
each quarter in which live fire is not conducted.
 - C. 90mm Recoilless Rifle, DRAGON, qualification/
familiarization, all crews, semiannually, each quarter
in which live fire is not conducted.
 - D. 106mm Recoilless Rifle/TOW qualification/familiarization,
all crews semiannually, each quarter in which live fire
is not conducted.
 - E. Mechanized/scout vehicle crews, all crews, semiannually.
5. FREQUENCY: Given after the function and tasks statement;
per FORSCOM Regulation 350-1.
 6. REFERENCES: FORSCOM Circular 350-8; FORSCOM Regulation 350-1;
Army Regulation 350-4.

EVALUATIONS

1. ACTIVITY: Individual Weapons Qualification/Familiarization.
2. MISSION: An evaluation to measure individuals' proficiency with a weapon and provide the confidence, knowledge, and skills required to employ weapon effectively in combat.
3. RESPONSIBILITIES: Commanders will emphasize individual weapons proficiency in all units and ensure qualification of each soldier assigned a weapon. [No other explicit responsibilities could be identified.]
4. FUNCTIONS AND TASKS: Ensure each individual with less than 20 years service qualifies with their assigned weapon annually; ensure each individual with more than 20 years service fire familiarization with their assigned weapon annually.
5. FREQUENCY: Annual qualification of each soldier assigned a weapon with less than 20 years of service, and annual familiarization with those personnel with 20 years or more of service. Qualification/familiarization will be conducted at intervals not to exceed 12 months.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; Army Regulation 350-4; FORSCOM Regulation 350-1; FORSCOM Circular 350-8.

EVALUATIONS

1. ACTIVITY: Emergency Deployment Readiness Exercise (EDRE).
2. MISSION: To ensure that units can strategically deploy complete mission ready forces under emergency conditions with minimum notice.
3. RESPONSIBILITIES: Unit Commander will establish and maintain the capability to perform the fundamentals of deployment operations. An EDRE is a no-notice test. Higher headquarters will conduct and evaluate all EDREs.
4. FUNCTIONS AND TASKS: The minimum requirements for the conduct of EDREs are:
 - A. No-notice alert and assembly of the unit.
 - B. Representation sample of the unit will undergo personnel POR check.
 - C. Unit will prepare required personnel and equipment for emergency deployment by designated mode of transportation.
 - D. Unit will load a representative sample of personnel, supplies, and equipment on transportation.
5. FREQUENCY: Once each mission cycle and one no-notice of emergency deployment exercise.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; FORSCOM Regulation 350-1; Fort Ord Regulation 525-1; FORSCOM Circular 350-8.

EVALUATIONS

1. ACTIVITY: ARTEP Evaluations.
2. MISSION: To assess the strengths and weaknesses of a battery or battalion in relation to the standards contained in the ARTEP.
3. RESPONSIBILITIES: Two levels of evaluation are specified: (1) internal ARTEP evaluations, which are initiated and conducted by a unit commander in order to ascertain for his use the combat readiness of that unit; and (2) external ARTEP evaluations, which are initiated and conducted by headquarters one or two echelons above the unit being evaluated to determine the combat readiness of the unit for meeting specified criteria. Preparation is the responsibility of the major unit commanders or organic unit battalions. For external evaluations, evaluators, support, planning, scheduling, and scenarios will be provided by higher headquarters.
4. FUNCTIONS AND TASKS: All external ARTEPS will include a comprehensive evaluation in accordance with the ARTEP. Higher headquarters will provide the evaluators, support, planning, scheduling, and scenarios. The evaluated unit will:
 - A. Not later than 30 days before the ARTEP, provide the following for the Deputy Chief Evaluator:
 - (1) Unit and parent headquarters tactical SOP, MTOE, critical equipment, and personnel shortage list.
 - B. Not later than 14 days before the sub-unit evaluation, provide the chief controller a battle roster.
 - C. Feed the evaluators.
 - D. Provide ammunition for opposing forces.
 - E. At Deputy Chief Evaluator briefings, approximately 72 hours prior to the evaluation, update critical equipment and personnel shortage list.
 - F. Submit a unit manning report to reflect the "authorized assigned and present for duty strength" and identify soldiers who are not MOS or skill level qualified.

All external ARTEPs will include a comprehensive sub-unit evaluation IAW the appropriate ARTEP. In addition to the content in the ARTEP manual, evaluations will be conducted in the areas listed below:

The chief controller will randomly selected the personnel to be evaluated.

The communication team will select the equipment for the 10% technical inspection.

DISCOM will select the equipment for the equipment serviceability criterias (ESC).

Physical Fitness Tests. 10% of the unit will undergo the current advanced Physical Fitness Test or Staff and Specialists Tests. Standards apply IAW FM 21-20. This is a chief controller responsibility.

Weapons Qualification (Individual). 10% of the unit will undergo the individual weapons qualification IAW the appropriate publications. This is a chief controller responsibility.

NBC Testing:

- (1) Individual. 10% of the unit will undergo the NBC proficiency test IAW FM 21-40.
- (2) Team. The following number of NBC team members from each battalion that undergo an ARTEP will be evaluated.
 - a. Control Party, two individuals.
 - b. Decontamination Team, two individuals.
 - c. Radiological Monitoring and Survey Team, five individuals.
 - d. Chemical Detection and Identification Team, five individuals.
 - e. Written test, all team members.

Electronic Warfare (EW), AC of S, G2 responsibility.

OPSEC, AC of S, G3 responsibility.

SIGSEC, AC of S, G2 responsibility.

Formal external squad and platoon ARTEPs. These ARTEPs are evaluated by the unit. ARTEPs will be evaluated and conducted with the appropriate ARTEP manual. No other explicit responsibilities, functions, or tasks could be identified for the squad or platoon ARTEPs.

5. FREQUENCY: External ARTEP evaluations will be scheduled every 18 months by the battalion. Internal evaluations are continuous. Formal external squad and platoon ARTEPs will be given at least annually. Non-custodial nuclear-capable units will receive a complete external ARTEP on conventional and nuclear objectives at a regular program frequency not to exceed 18 months. External ARTEPs are normally scheduled during a unit's training cycle.
6. REFERENCES: FORSCOM Regulation 350-1; Fort Ord Circular 350-19; Fort Ord Regulation 350-6; ARTEP 6-165; ARTEP 7-15; ARTEP 6-105; Army Regulation 350-1.

TASKINGS

Unit tasking activities are divided into two categories: the Taskings/Support category includes those tasks performed by a unit in support of another unit's mission, such as test proctoring, exercise, and experimentation support. The Taskings/Details category is comprised of special unit assignments not connected with support. While requests for taskings come from all echelons of command, they more typically originate from higher commands.

TASKINGS: SUPPORT

SUPPORT

1. ACTIVITY: CDEC Support.
2. MISSION: Provide CDEC with experimentation support.
[A more specific mission statement was not identified.]
3. RESPONSIBILITIES: The AC of S, G3 will assign support requirements for each experiment to major units/separate battalions, based on requirements of the experiment test plan and other unit commitments.
4. FUNCTIONS AND TASKS: No functions and tasks were identified.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Circular 350-19.
7. COMMENTS: Every attempt will be made to limit the support mission to 90 days; however, due to the nature of many experiments and the fact that experiments frequently overlap, this will not always be possible.

SUPPORT

1. ACTIVITY: Support Cycle.
2. MISSION: Provide the personnel and equipment for post support functions.
3. RESPONSIBILITIES: During the support cycle, Infantry and Artillery units will provide the personnel and equipment for post support functions, guard and funeral detail. Although small unit and individual training may be conducted, off-post training will not be scheduled. Annual General Inspections (AGIs) will be conducted during this cycle. Change over for post support requirements such as guard and funeral details normally occur at 0900 hours Monday.
4. FUNCTIONS AND TASKS: Units during the Support Cycle will provide the personnel and equipment for post support functions, guard and funeral details. Small unit and individual training may be conducted; off-post training will not be scheduled. Annual General Inspections (AGIs) will be conducted during this cycle. Changeover for post support requirements such as guard and funeral details normally occur at 0900 hours Monday.
5. FREQUENCY: Scheduled by AC of S, G3.
6. REFERENCES: Fort Ord Circular 350-19. Forscom Regulation 350-1.

TASKINGS: DETAILS

DETAILS

1. ACTIVITY: Guard Duty.
2. MISSION: Protect personnel, buildings, and equipment.
3. RESPONSIBILITIES: [The unit which is responsible to perform Guard Duty will make the assignments as required by higher HQs.]
 - A. The Officer of the Guard (OG) will:
 - (1) Be responsible for the training of the guard force and the familiarization of all sentinels with their patrol routes, telephone locations, and the limit of their post during daylight hours.
 - (2) Be responsible for the administration and execution of all guard missions through the OG and guard chain of command.
4. FUNCTIONS AND TASKS:
 - A. The Officer of the Guard (OG) will:
 - (1) Be responsible for the training of the guard force and the familiarization during daylight hours of all sentinels with their patrol routes, telephone locations and the limits of their posts.
 - (2) Be responsible for the administration and execution of all guard missions through the guard chain of command.
 - (3) Notify the installation Staff Duty Officer (SDO) and Military Police Desk Sergeant by 1700 hours, day of duty, of his/her name and which unit is performing guard.
 - (4) Issue spare radio in the event of communications difficulties. Report all guard post telephone discrepancies to the SDO immediately.

- (5) Insure that all guard unit personnel are wearing complete, proper, standardized uniform (as specified in Annex 2, Appendix A, AR 210-1, 13 Mar 79) for existing weather conditions during their tour of duty.
- (6) Insure that all weapons not issued to the posted reliefs are stored, controlled and safeguarded and accounted for in accordance with all current regulations, directives and procedures.
- (7) Prepare the guard force for guard mount (inspection) in accordance with procedures specified in paragraph 33-36, FM 22-6 and FM 22-5.
- (8) Take special action to insure that all guard posts are thoroughly inspected for damage and vandalism prior to posting of all sentinels and subsequent to their final relief. These inspections will be recorded in a daily Staff Duty Journal (DA Form 1594) and all damage, vandalism or discrepancies listed. A record will be kept of all the sentinels manning all guard posts, by reliefs. The OG will immediately investigate any new damage reported to him to determine if it was guard-induced.
- (9) Insure that the Commanders of the Relief:
 - (a) Inspect the uniform and equipment of all sentinels for completeness and serviceability.
 - (b) Inspect each sentinel's copy of respective special orders and challenging procedures to insure that they are correct and complete. Access rosters and rules of engagement will be attached or posted where applicable. Commander of the Relief will insure that special orders and pertinent documents are passed on from old to new sentinels.
 - (c) Briefs the sentinels of each relief on their responsibilities as he posts them on their respective guard posts.
 - (d) While posting each relief, the COR will inspect each post for damage/vandalism (i.e., broken windows, lights, etc.). The COR will

report all damage to the OG/SOG for investigation to determine any guard responsibility.

B. The Commander of the Relief will:

- (1) Ensure that special orders and pertinent documents are passed from old to new sentinels.
- (2) Ensure that guards coming off shift have cleared their weapons prior to loading on the relief vehicle. The Commander of the Relief will again require that guards clear their weapons prior to entering the guardhouse and turing their weapons, magazines, and ammunition into the temporary arms storage facility.
- (3) The Commander of the Relief will inventory ammunition of each sentinel upon change of relief and again upon return to the Installation Guardhouse. If a weapon or ammunition shortage is detected, the guard chain of command will immediately notify the major unit concerned, the Provost Marshal, and the 7th Infantry Division and Fort Ord FOD or SDO.

5. FREQUENCY: Determined by higher headquarters.

6. REFERENCES: Fort Ord Regulation 210-1, and Field manual 22-6.

DETAILS

1. ACTIVITY: Head Counter (Mess Hall).
2. MISSION: To account for meals consumed and for money collected from personnel paying for meals consumed in the dining facility.
3. RESPONSIBILITIES: Personnel in grades E4 and above will be detailed to the mess according to a duty roster to account for meals consumed and money collected.
4. FUNCTIONS AND TASKS: Head counter will:
 - A. Be briefed by mess officer or food service steward.
 - B. Require each person who consumes a meal and is assigned or attached to the unit and authorized to subsist without reimbursement to legibly sign their name, meal card number, and unit on the signature head count sheet.
 - C. Obtain signatures on the mess guest register or cash meal payment sheet.
 - D. Collect money for meals consumed.
 - E. Consolidate totals of meals taken.
5. FREQUENCY: As needed.
6. REFERENCES: Field Manual 25-2 (TEST).
7. COMMENTS: The head counter will not be a regularly assigned, food service person.

DETAILS

1. ACTIVITY: Reveille and Retreat Flag Detail.
2. MISSION: To provide personnel for lowering the flag at headquarters.
3. RESPONSIBILITIES:
 - A. Field Officer of the Day (FOD) is responsible for supervising the conduct of reveille and retreat.
 - B. Provost Marshal provides required number of MP personnel to raise the flag at reveille.
 - C. Interior Guard Unit is responsible for providing personnel for retreat.
4. FUNCTIONS AND TASKS: Interior Guard Unit will:
 - A. Provide six, eight, or twelve-man flag detail and NCOIC for retreat ceremony (amount of personnel depends on the type of flag).
 - B. Flag detail will be properly rehearsed prior to reporting to the Field Officer of the Day.
5. FREQUENCY: Daily.
6. REFERENCES: Ft. Ord Reg 840-1.

MAINTENANCE

This category includes all unit activities required to maintain unit equipment. Maintenance activities are generally carried out by unit personnel under the supervision of unit personnel.

MAINTENANCE

1. ACTIVITY: Maintenance Management.
2. MISSION: To ensure successful accomplishment of the maintenance system.
3. RESPONSIBILITY: Commanders at all levels are responsible for the planning, programming, and conducting of maintenance operations.
4. FUNCTIONS AND TASKS: Commanders will:
 - A. Provide technical supervision and management control of materiel maintenance programs of subordinate commands and activities.
 - B. Develop and sustain a high degree of maintenance discipline within their commands to include preventing the abuse of equipment under their control, and investigating and taking action on evidence of abuse.
 - C. Conduct periodic inspections and staff visits, as appropriate, to determine the adequacy of command maintenance operations.
 - D. Conduct and manage maintenance operations on materiel under their jurisdiction, and ensure that full and adequate materiel maintenance support is provided to all assigned or attached units and activities.
 - E. Recommend materiel maintenance and maintenance related logistics concepts, doctrine, policies, plans, and procedures which would facilitate the effective and efficient accomplishment of the overall maintenance mission of the command.
 - F. Ensure that all TMDE used in the maintenance of Army materiel is calibrated as required under provisions of AR 750-25, TB 750-25, and TB 43-180.
 - G. Ensure that mandatory submission of a quality deficiency report (QDR) each time an individual equipment end item, major component, or module failure occurs as a result of other than normal wear, improper operation (abuse), accidental or combat damage.

5. FREQUENCY: As required.

6. REFERENCE: AR 750-1.

MAINTENANCE

1. ACTIVITY: Organizational Maintenance.
2. MISSION: To sustain materiel readiness activities.
3. RESPONSIBILITY: Using units of equipment are responsible for the proper care, equipment data, reporting, operation and organizational maintenance of equipment in their possession.
4. FUNCTIONS AND TASKS: Each unit, organization, or other activity will:
 - A. Maintain a self-sufficient capability and capacity for organizational maintenance of its equipment.
 - B. Organizational maintenance will be performed by the crew/operator of the equipment and organizational maintenance personnel.
 - C. Maintenance operations normally performed and allocated to the organizational category encompass:
 - (1) Inspections by sight and touch of external and other easily accessible components; lubrication, cleaning, preserving (to include spot painting), tightening, and minor adjustments to easily accessible mechanical, electrical, hydraulic, and pneumatic systems.
 - (2) Diagnosis and isolation of equipment malfunctions which can be readily traced to defective module (component/assembly) by using easy to interpret built-in test equipment (BITE), simple go-no-go indicators, installed instrumentation or easy to use and interpret external diagnostic/fault isolation devices such as automatic test equipment (ATE).
 - (3) Replacement of modules authorized by the MAC on a time change basis or those identified as worn, damaged, or otherwise defective which--
 - (a) Can be readily removed/installed with easy to use tools.

(b) Do not require critical adjustment, calibration, or alignment before or after installation.

- (4) Replacement of easily accessible unserviceable piece parts usually not requiring special tools or test equipment; e.g., knobs, lamps, fan belts, wheels, tires, filter elements, firing pins, gages, expendable antenna, etc.
- (5) Evacuation of malfunctioning end items and modules (properly preserved, protected, and tagged), which are beyond authorized capability or capacity to repair or replace, to designated supporting maintenance facilities for repair or exchange for like serviceable items when these activities cannot provide the required support on site.

5. FREQUENCY: Continuous.

6. REFERENCE: AR 750-1.

MAINTENANCE

1. ACTIVITY: Motor Stables.
2. MISSION: Achieve and maintain Department of the Army operational readiness standards.
3. RESPONSIBILITIES: All unit officers, NCOs, mechanics, and operators.
4. FUNCTIONS AND TASKS:
 - A. Officers will assure all members present for motor stables are assuming their responsibility.
 - B. Officers and NCOs will supervise and physically spot check items listed for motor stables.
 - C. The section sergeant will prepare and conduct motor stables.
 - D. Emphasis will be placed on the application of the Army Maintenance Management Systems (TAMMS).
5. FREQUENCY: As required by the unit training schedule.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; AR 140-15.

SCHOOLS

The activities described in this section involve military and civilian related training. Responsibility for assignment of individuals to these specialized training programs varies with different schools. Assignment of particular individuals to on-duty military schools is the responsibility of the Company Commander, although the number of quotas available per company is determined by higher commands. With regard to placement in on-duty civilian schools, it is the responsibility of the Company Commander to select the individuals.

SCHOOLS

1. ACTIVITY: Civilian Education.
2. MISSION: Provide each soldier the opportunity to develop to his maximum potential.
3. RESPONSIBILITIES: Unit commander and higher headquarters. The program is conducted by the 7th Division Education Center.
4. FUNCTIONS AND TASKS:
 - A. Integrate participation in the education program into the unit training program.
 - B. Be aware of educational status of personnel.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 350-1.

SCHOOLS

1. ACTIVITY: On-Duty Military Schools.
2. MISSION: Provide unit commanders, the individual soldiers, non-commissioned officers, and officers with an opportunity to learn and develop the skill, knowledge, and attitudes necessary to further professional development and to perform mission essential functions.
3. RESPONSIBILITIES: Unit commander will ensure that requested quotas are filled.
4. FUNCTIONS AND TASKS:
 - A. Request quotas.
 - B. Submit DA Form 2496.
 - C. Ensure nominees meet the prerequisites.
 - D. Have alternate personnel designated for all quotas requested.
5. FREQUENCY: Unit will request quotas IAW DPT allocation schedule.
6. REFERENCES: Fort Ord Regulation 350-1, Fort Ord Circular 350-19, Forscom Regulation 350-1.

SCHOOLS

1. ACTIVITY: Unit Schools Program.
2. MISSION: A series of routinely scheduled training classes for officers or non-commissioned officers.
3. RESPONSIBILITIES: Classes may be taught at company, battalion, or brigade level or a combination thereof.
4. FUNCTIONS AND TASKS:
 - A. Select classes.
 - B. Reflect classes on training schedule.
 - C. Present instructions.
 - D. Administer appropriate evaluation.
5. FREQUENCY: Thirty minutes to two hours weekly.
6. REFERENCES: Fort Ord Training Note #4, Fort Ord Regulation 350-1, and FORSCOM Regulation 350-1.

TRAINING

The non-combat training activities are divided into two categories: Personal Knowledge Training includes activities which provide information essential for proper military performance. Tactical/Technical Training includes activities which provide practice in and preparation for carrying out combat missions. In the majority of cases, these training activities apply to both Infantry and Artillery units. Typically these units have responsibility for both conducting and receiving training, unless otherwise noted.

TRAINING: PERSONAL KNOWLEDGE TRAINING

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Civil Disturbance Training.
2. MISSION: To provide a general team training for civil disturbance control. To provide training for command and staff in civil disturbance control operations, and to provide a unit capable of functioning as a team and qualified to execute an operational mission in controlling a civil disturbance.
3. RESPONSIBILITIES: All commanders will ensure that each individual has essential personal knowledge of policies pertaining to the application of force in civil disturbance control operations. Higher headquarters will monitor training activities and provide a training course. [No explicit responsibility was stated as to who will conduct the training.]
4. FUNCTIONS AND TASKS:
 - A. Commanders will:
 - (1) Ensure that all personnel are currently qualified/familiarized with their assigned weapons and familiarized with riot control.
 - (2) Conduct refresher training with the M17 or M17A1 protective mask.
 - (3) Ensure that all personnel are aware of special orders for civil disturbance operations and that all personnel carry special order cards at all times while on civil disturbance missions.
 - (4) Prepare for evaluation by chain of command.
 - B. Units must conduct sufficient training to maintain unit proficiency in the following subjects:
 - (1) Standards of conduct.
 - (2) Application of force.
 - (3) Units use of riot batons.
 - (4) Use of chemical munitions.

- (5) Command and staff training should include discussions, seminars, and CPX/FTX with joint participation by civil officials. Commanders will ensure that personnel assigned specialized equipment such as shotguns, sniper rifles, and riot control agent dispensers are adequately trained. [No explicit information is given regarding the echelon of unit or the commanders involved.]

5. FREQUENCY: Annual refresher training to sustain proficiency in civil disturbance control operations. It is further stated that units assigned to civil disturbance control missions should conduct an eight hour program of civil disturbance control junior leadership training annually.
6. REFERENCES: Army Regulation 350-7; Fort Ord Circular 350-19; Fort Ord Regulation 350-1, Draft; FORSCOM Regulation 350-1; Army Regulation 350-1.
7. COMMENTS: Units designated as civil disturbance mission units will be evaluated by the chain of command to ensure that the standards of readiness are consistent with the unit's mission and that Department of the Army civil disturbance plans are reached and maintained.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Geneva/Hague Convention.
2. MISSION: To train U.S. Army personnel in the conventions, particularly their rights and obligations regarding enemy personnel such as enemy prisoners of war, property, their responsibilities and course of action if captured, detained, or retained by foreign power of force.
3. RESPONSIBILITIES: Formal instruction in the conventions is a command responsibility. Courses will be presented by officers of the Judge Advocate General's Corps or other legally qualified personnel together with officers with command experience, preferably in combat. This training will also be in a practical form. [Does not state who is responsible to implement the training and echelon of unit involved concerning the practical form of training.]
4. FUNCTIONS AND TASKS:
 - A. Training in the conventions will emphasize:
 - (1) The rights and obligations of U.S. Army personnel regarding the enemy, other personnel, and property.
 - (2) The rights and obligations of U.S. Army personnel if captured, detained, or retained.
 - (3) The requirements of customary and conventional law pertaining to captured, detained, or retained personnel, property, and civilians.
 - (4) Probable results of acts of violence against, and inhuman treatment of personnel.
 - (5) Illegal orders.
 - (6) Rules of engagement.
 - (7) War crimes reporting procedures.
 - B. The extent of knowledge concerning the conventions will be commensurate with the individual's duties and responsibilities.

C. Practical training (which follows formal training) will be:

- (1) Integrated in all tactical training and related subjects when possible.
- (2) Realistic within the bounds of safety.
- (3) Related to the Code of Conduct training; the Uniform Code of Military Justice; and survival, evasion, resistance, and escape training.

D. A permanent entry will be made on individual qualification records (DA Form 20 and DA Form 66) to indicate the date initial formal instruction was completed.

5. FREQUENCY: Upon completion of six months active duty and then as commander may require.

6. REFERENCES: Army Regulation 350-216; Fort Ord Circular 350-19; FORSCOM Regulation 350-1; Army Regulation 350-1; Fort Ord Regulation 350-1.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Instruction in Benefits of an Honorable Discharge.
2. MISSION: To assist commanders in their effort to minimize misconduct.
3. RESPONSIBILITIES: Commanders will ensure that this instruction is conducted in a manner which will create the deepest and most lasting impression possible on the soldier who received this training. Every effort should be exerted to ensure that enlisted personnel are made aware of the consequences of a dishonorable discharge.
4. FUNCTIONS AND TASKS: Unspecified individuals will provide the following type of instructions:
 - A. The types of discharge certificates.
 - B. The basis for issuance for each type of certificate.
 - C. The possible effects of various certificates on reenlistment, civilian employment, veterans' benefits, and related matters.
 - D. The great likelihood as shown by past experience that the individual will be unsuccessful in any attempt to have the character of his separation changed.

Training aids and films can be used for this instruction.

5. FREQUENCY: Commanders option for frequency.
6. REFERENCES: Army Regulation 350-21; Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; FORSCOM Regulation 350-1; Army Regulation 350-1.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Survival, Evasion, Resistance, and Escape Training (SERE).
2. MISSION: To ensure that each individual is trained thoroughly in the responsibilities under the Code of Conduct which relate to SERE and has confidence in his ability, should the need arise, to accomplish survival, evasion, resistance, and escape under all conditions which may be encountered in carrying out the unit's primary or contingent missions.
3. RESPONSIBILITIES: Higher headquarters is responsible for providing the instruction in survival, evasion, resistance, and escape as appropriate at formal Army schools and training centers. Training is to be integrated with related subjects, and into maneuvers and field exercises to the maximum extent possible. [It is not explicitly stated which individuals, groups, or teams are responsible for providing this training in the unit.]
4. FUNCTIONS AND TASKS:
 - A. SERE Training will be:
 - (1) Integrated to the maximum extent possible into related subjects and into maneuvers and field exercises.
 - (2) Designed to emphasize the practical application of survival, evasion, resistance, and escape techniques as influenced by local conditions, when appropriate.
 - (3) Guided by the principles set forth in the Code of Conduct, the Geneva Conventions for the Protection of War Victims of 1949 and Hague Convention No. IV Respecting the Laws and Customs of War on Land of 1907.
 - (4) Conducted realistically within the bounds of safety. Participants in the resistance phase of SERE training will be neither subjected to excessive personal or physical indignities nor tortured.

Higher qualified and motivated SERE instructors and close supervision by responsible commanders are critical to the conduct of safe, realistic, effective SERE training.

B. This training will emphasize:

- (1) Principles and techniques of evasion.
- (2) Techniques of planning and executing escape.
- (3) Resisting enemy interrogation, indoctrination, and exploitation.
- (4) Methods of finding and passing friendly lines.
- (5) Codes of Conduct (AR 350-50).
- (6) Provisions of the Geneva Conventions for the Protection of War Victims of 1949 and Hague Convention No. IV Respecting the Laws and Customs of War on Land of 1907 (AR 350-216).
- (7) Effective leadership and organizational techniques required within PW camps to facilitate survival resistance and escape.
- (8) Characteristics of representative climatic areas and role of ethnic groups in survival.
- (9) Analyzing survival situations and determining individual needs.
- (10) Identifying survival aids and hazards with respect to plants, wildlife, and terrain.
- (11) Sanitation and personal hygiene.
- (12) Recognizing symptoms of potential physical disabilities.
- (13) Self-treatment of injuries and illnesses in PW situations as well as during evasion.
- (14) Identifying sources of food and water.
- (15) Preparation of food for immediate use.
- (16) Preservation of food for future use.
- (17) Construction of proper type shelter.
- (18) Building of suitable fires.
- (19) Improvising clothing and equipment.

- (20) Land navigation in different climatic environments during both night and day.
- (21) Improvising emergency signalling devices.
- (22) Techniques of crossing water obstacles.
- (23) Use of buddy system in survival, evasion, and escape.
- (24) Familiarity with survival techniques, capabilities, and equipment available in other services for use in joint survival/rescue situations.
- (25) Reporting information concerning the enemy and terrain observed during the period spent behind enemy lines.

5. FREQUENCY: Not specified.

6. REFERENCES: Army Regulation 350-1; Army Regulation 350-225; FORSCOM Regulation 350-1.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Code of Conduct Training.
2. MISSION: Increase unit fighting strength and instill in the individual the responsibility to oppose hostile forces by all means available and to evade capture or surrender.
3. RESPONSIBILITIES: Higher headquarters will instruct individuals within the formal military school system. It is further stated that informational motivational training concerning the code of conduct will be continued throughout the individual's military career. This training will be provided during leader courses of instruction at Army schools and as part of leadership development in units. [No explicit responsibilities could be identified as to who is responsible to conduct this type of training to further the individual's knowledge when in the unit.]
4. FUNCTIONS AND TASKS:
 - A. Topics of Instruction. In all Code of Conduct training programs initial and subsequent, each member of the Army will be instructed concerning the following topics:
 - (1) How to avoid capture, evade detection, and survive when operating in enemy territory (AR 350-225).
 - (2) Physical and mental aspects of captivity, emphasizing what to expect in terms of enemy PW management techniques. Examples of broad training goals toward which this aspect of training may be directed include:
 - (a) The achievement of a full understanding of the Code of Conduct, its purpose, and meaning.
 - (b) Education in the strengths and advantages of our Nation's democratic institutions to develop resistance to enemy political and economic indoctrination.
 - (c) Developing a knowledge and appreciation of national, Army, and unit history and traditions.

- (d) Developing a thorough understanding of military law as it pertains to United States military personnel who are prisoners of war.
- (e) Emphasizing that an understanding of the provisions of the Geneva Prisoner of War Convention and insistence upon the rights and treatment that this Convention accords to each prisoner of war could better insure improved treatment for the captured US military member and his fellow PWs.
- (f) Understanding of enemy PW management practices including interrogation methods and techniques. This instruction should:
 - (1) Include a description of the adverse physical and mental conditions under which these methods and techniques are conducted.
 - (2) Explain how resistance can be accomplished under the varying interrogation techniques and the degrees of coercion which may be utilized by an enemy.
 - (3) Advise each service member that should he be subjected to extremes of coercion, he will avoid to the utmost of his ability the disclosure of any information, the making of any oral or written statement, or the performance of any act harmful to the interests of the United States or its Allies, detrimental to fellow prisoners of war, or which will provide aid or comfort to the enemy.
 - (4) Explain how to concentrate all his resources toward escape by himself or with the help of others with emphasis on attempting the escape as soon as possible after capture.
- (g) Providing the soldier with the necessary knowledge to respond appropriately to the many nonviolent ways in which an enemy may seek to use him as a source of intelligence or as a propaganda asset. The soldier should understand that the Code of Conduct permits him to write letters, but he must be aware that the content may be used to assist the enemy intelligence or propaganda efforts. If forced to

presented to news media for interviews, his actions must reflect the same guidelines used in letter writing.

- (3) Countermeasures which can be employed against enemy exploitation attempts, including the value and application of leadership, discipline, group and individual loyalties, special systems of organization, and training in sanitation, personal hygiene and other medical, mental, and physical aspects of captivity. In addition, it may be emphasized that a member of the Armed Forces who has a firm trust in his God may find great comfort in his faith during the stresses of captivity. Expanding upon the individual's understanding of the moral basis provided by religions and other personal convictions may develop and harden the service member's ability to resist interrogation, indoctrination, and other exploitation.
 - (4) The mutually supporting relationship between the Code of Conduct and the UCMJ (para 10).
 - (5) The fact that the U.S. Government will make every possible effort to secure the PW's release, and that his dependents and members of his family will be furnished with such information concerning his whereabouts as may be available and will be provided all the support and care to which they are entitled under the laws of the United States.
 - (6) The value of insuring that personal affairs are put to order prior to commitment to a combat theater, so as to minimize anxieties, if captured, concerning the welfare of one's family.
5. FREQUENCY: Code of Conduct training will be provided initially to each member of the Army during entry training and will further develop during unit training and during instruction at Army schools. Fort Ord Circular 350-19 states commander's option for frequency.
6. REFERENCES: Fort Ord Circular 350-19; Army Regulation 350-30; Army Regulation 350-1; FORSCOM Regulation 350-1; Fort Ord Regulation 350-1.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Privacy Act Program.
2. MISSION: Collecting, safeguarding, maintaining, using, and disclosing personal information.
3. RESPONSIBILITIES: Higher headquarters is listed as being the responsible agency for the supervision and execution of privacy programs in subordinate elements.
4. FUNCTION AND TASKS: No explicit functions and tasks were identified; however, the Department of the Army policy is:
 - A. To protect the personal policy of individuals from unwarranted invasion.
 - B. To permit an individual to know what records the Army has on him, to have access to, or copies of, such records or portions thereof, and to request amendment of such records, whenever exemptions do not apply or there is not significant, legitimate governmental purpose to be served by claiming an exemption.
 - C. To collect, maintain, use, or disclose any record of identifiable personal information only for a necessary and lawful purpose.
 - D. To ensure that the information is timely and accurate for the intended use and is adequately safeguarded to prevent misuse or unauthorized access/disclosure.
 - E. To act on all requests promptly, accurately, and fairly. Delay will not be permitted even though requests appear to be minor in nature.
 - F. To maintain established boards and similar Army activities whose purpose is to make determinations and act upon cases which may or may not result in the amendment of personal records. Such boards and activities will continue to receive and act upon all cases prescribed for them by law, regulation, or other directive.

5. FREQUENCY: As required, commander option for frequency.
6. REFERENCES: Fort Ord Regulation 350-1; Fort Ord Circular 350-19; Army Regulation 340-21.

PERSONAL KNOWLEDGE TRAINING

1. **ACTIVITY:** Subversion and Espionage Directed Against U.S. Army and Deliberate Security Violations (SAEDA).
2. **MISSION:** To ensure prompt recognition reporting and disposition of incidents of attempted SAEDA.
3. **RESPONSIBILITIES:** Higher headquarters will monitor all aspects of the SAEDA program.
4. **FUNCTIONS AND TASKS:** All Army commanders will:
 - A. Establish a viable SAEDA training program which will reach all levels and echelons of subordinate units and supported commands. SAEDA training will be incorporated within training programs conducted in accordance with AR 350-1. Assistance in development and presentation of SAEDA training programs is available from U.S. Army military intelligence units having area security responsibilities.
 - B. Conduct SAEDA training to insure that all U.S. Army military personnel and civilian employees (to include selected foreign nationals) are fully knowledgeable of:
 - (1) The methods and techniques used by foreign intelligence services and subversive organizations to obtain information concerning U.S. Army facilities, activities, personnel, and equipment.
 - (2) Their responsibility to report promptly in accordance with procedures any suspected or actual approach by hostile intelligence personnel or by any other individual seeking information or material through other than authorized channels, or any deliberate compromise of classified information.
 - C. Direct briefing of dependents as considered appropriate.
 - D. Insure emphasis on the provisions of this regulation during final debriefing of personnel who have had access to sensitive information.
 - E. Direct that adequacy of SAEDA training be verified during counterintelligence surveys and inspections.
 - F. Establish and enforce procedures for reporting situations in accordance with AR 381-12.

- G. Take no action regarding a SAEDA incident other than those steps outlined above until specific guidance is received from Commander, USAINTA, CINC, USAREUR, or the CG, 8th US Army, as appropriate.
- 5. FREQUENCY: Annually.
- 6. REFERENCES: Army Regulation 381-12; Fort Ord Regulation 350-1; Fort Ord Circular 350-19.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Military Justice.
2. MISSION: To inform members of the U.S. Army of the military justice authorized and required.
3. RESPONSIBILITIES: The formal school system is responsible for providing instruction to officers and warrant officers. The enlisted personnel are to be given a Military Justice Course A during their basic training. Course B is to be continued upon each reenlistment. [No other explicit responsibilities could be identified.]
4. FUNCTIONS AND TASKS: No functions and tasks were identified.
5. FREQUENCY: Enlisted member: upon completion of six months active duty and then once upon each reenlistment. [No statement for frequency for the officers and warrant officers.]
6. REFERENCES: Army Regulation 350-212; Army Regulation 350-1; Fort Ord Regulation 350-1; FORSCOM Regulation 350-1; Fort Ord Circular 350-19.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Race Relations and Equal Opportunity.
2. MISSION: To eliminate individual and institutional prejudice.
3. RESPONSIBILITIES: The Company Commander will plan, schedule, and monitor the training. Conduct of the program will be done by the commander or a trained discussion leader. Individuals will also receive training through formal school system.
4. FUNCTIONS AND TASKS: All commanders and supervisors will:
 - A. Actively seek early identification of discriminatory practices and initiate corrective actions to remove factors contributing to them.
 - B. Initiate and conduct EO programs which promote equal opportunity and interpersonal/intergroup harmony for all military personnel, their dependents, and civilian employees.
 - C. Conduct EO training on a continual basis to assist personnel in managing the military EO program.
 - D. Conduct EO training consistent with requirements established by MACOM and in conformance with Chapter 3 of Army Regulation 600-21.
 - E. Monitor and assess the execution of EO programs and policies are executed at all levels within their areas of responsibility.
 - F. Assure that allegations of discrimination based on race, color, religion, sex, age, or national origin, by an Army member or employee, are promptly investigated and corrective action taken as appropriate.
 - G. Provide full-time staffing of authorized positions and resources to carry out the EO program.
 - H. Assure that personnel policies with respect to EO activities are understood at all levels.

- I. Establish procedures for assessing and reporting the status of EO activities within the command, agency, or activity, and monitor compliance with such procedures.
 - J. Prevent actions by individuals and groups which are derogatory or inflammatory to those of a different race, color, sex, age, religion, or national origin.
-
- 5. FREQUENCY: Army Regulation 600-21 states minimum unit EO training requirements will be stated by MACOM. Fort Ord Regulation 350-1 states two hours quarterly.
 - 6. REFERENCES: Army Regulation 600-21; Fort Ord Regulation 350-1; FORSCOM 350-1; Army Regulation 350-1; Fort Ord Circular 350-19.
 - 7. COMMENTS: Army Regulation 600-21 provides explicit information concerning topics and procedures.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Alcohol and Drug Abuse Program.
2. MISSION: Develop and maintain individual awareness of the dangers inherent in alcohol/drug abuse.
3. RESPONSIBILITIES: The Company Commander will appoint an Alcohol and Drug Coordinator (ADC) to be trained at the Alcohol and Drug Coordinator Course. The ADC must be capable of accomplishing the mission with guidance and assistance received from the commander.
4. FUNCTIONS AND TASKS: Company Commander will:
 - A. Ensure class is presented to all personnel.
 - B. Brief new members on the ADAD program within 15 days of arrival.
 - C. Appoint an Alcohol/Drug Coordinator (ADC).
 - D. Ensure ADC is trained. [Training is conducted by higher headquarters.]
5. FREQUENCY: Semiannually.
6. REFERENCES: Fort Ord Regulation 350-1; Fort Ord Circular 350-19; Fort Ord Regulation 40-1; Army Regulation 600-85; Army Regulation 350-1; FORSCOM Regulation 350-1.

PERSONEL KNOWLEDGE TRAINING

1. ACTIVITY: Standards of Conduct.
2. MISSION: To avoid conflict between private interests and official duties.
3. RESPONSIBILITIES: No explicit responsibilities were identified.
4. FUNCTIONS AND TASKS:
 - A. All DA personnel, except enlisted personnel not required to file Confidential Statement of Affiliations and Financial Interests (DD Form 1555), will be given a copy of this regulation and an oral standards of conduct briefing not later than seven days after initial employment, assumption of duties, or entry on active duty.
 - B. Each individual receiving such briefing will attest in writing to his or her attendance at the briefing, the fact that he or she has read the standards of conduct, and his or her comprehension of the requirements imposed.
 - C. Enlisted personnel not required to file the statement will be given standards of conduct briefings and attest in writing to their attendance at such briefings. This may be accomplished contemporaneous with the explanations required by 10 U.S.C. 937.
5. FREQUENCY: All DA personnel will be reminded at least semi-annually of their duty to comply with required standards of conduct.
6. REFERENCES: Army Regulation 600-50; Fort Ord Regulation 350-1; Fort Ord Circular 350-19.

PERSONAL KNOWLEDGE TRAINING

1. ACTIVITY: Professional Development Program.
2. MISSION: To instruct officers and NCOs with the goals of an increasing professional education, knowledge, and understanding of potential opposing forces, job proficiency in garrison and tactical operations. Each unit's program should be developed to meet the specific needs of that units' officers and NCOs.
3. RESPONSIBILITIES: Battalion level training managers will establish officer and NCO professional development programs. [No other explicit responsibilities or individuals could be identified.]
4. FUNCTIONS AND TASKS: No explicit functions or tasks were identified.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19.

TRAINING: TACTICAL/TECHNICAL TRAINING

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Training Week System (T-Week) for Determining ARTEP Task/Mission Training and SQT Training.
2. MISSION: To provide the Company Commander with a means of ensuring that planning for training is thorough; preparation for training is complete; and during the conduct of training, soldiers derive the maximum value from the resources available.
3. RESPONSIBILITIES: Battalion Commander is responsible for the conduct of the weekly programming meeting T-3 (three weeks before training is to be conducted) at Battalion level with S3, Company Commander, and CSM.

Company Commanders are responsible for conduct of T-3 at Company level with the 1SG, Platoon Leaders, Training NCO, and other Company "experts".

T-2 (two weeks before training is to be conducted): During T-2 trainers are responsible to prepare their training session.

T-1 (one week before training is to be conducted): Commanders are responsible to adjust training for T-Week.

T-W (actual conduct of training): Responsibility of all leaders to implement the T-Week system.

4. FUNCTIONS AND TASKS:

- A. T-3 Week. (Battalion Level.) Commander, S3, and CSM will:
 - (1) Establish training goals with specific objectives.
 - (2) Coordinate training details.
 - (3) Assign training areas and ranges.
 - (4) Lock in training program for T-Week.
 - (5) CSM advises commanders about the status of NCO leader training.

- B. T-3 Week. (Company Level.) Company Commander, ISG, and selected individuals will:
- (1) Prepare training objectives.
 - (2) Brief trainers on the training requirements.
 - (3) Assign trainers.
 - (4) Confirm ranges, training aids, and other resources.
 - (5) Prepare hip pocket classes.
 - (6) Prepare and publish training schedules.
 - (7) Set up a rehearsal schedule for instructors and leaders.
 - (8) Prepare himself (commander) for the next weekly programming meeting.
- C. T-2 Week. The Trainer will:
- (1) Prepare training session for T-Week.
 - (2) Rehearse training sessions.
 - (3) Brief the personnel on the training schedule.
- D. T-1 Week. Commander will:
- (1) Adjust training for T-Week based on an updated analysis.
- E. T-Week. Chain of Command will:
- (1) Conduct training based on the T-Week system.
5. FREQUENCY: Weekly.
6. REFERENCES: Commander's Bayonet Guidance #23, Training Management System Handbook, Fort Ord, FORSCOM Regulation 350-1.
7. COMMENTS: Once the system is initiated, T-Week concept is a continuous and cyclical process.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Physical Readiness Training Program.
2. MISSION: To achieve a high level of physical fitness demanded by combat.
3. RESPONSIBILITIES: Commanders will ensure that all personnel can meet the physical demands of extended combat.
4. FUNCTIONS AND TASKS:
 - A. Company and Detachment Commanders will:
 - (1) Be responsible for the good order and discipline of appearance and physical fitness of their soldiers.
 - (2) Develop a physical fitness training program for their units based on this proficiency, unit needs, and the commander's evaluation of training requirements.
 - (3) Ensure that high standards are maintained while training is conducted.
 - (4) Ensure that all running and marching formations are conducted strictly in accordance with provisions of FM 22-5.
 - (5) Ensure that all units and soldiers participate, when administered, in the physical fitness test.
 - (6) Establish a straggler control program for conditioning runs.
 - B. Straggler Control NCO or Officer (only one officer or NCO will be designated to monitor straggler patrol) will: compile a binding list of soldiers failing to complete the run in the required time. (These personnel will participate in remedial physical training.)
5. FREQUENCY: Daily.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; Army Regulation 600-9; FORSCOM Regulation 350-1.

7. COMMENTS: Normal sequence of events for physical fitness training include formation in the company area; marching to the physical fitness training site; conducting Condition Drills 1, 2, or 3 or rifle drills or grass drills; conditioning run (1½ mile conditioning run, standard of 14 minutes or less). The movement to and from the company detachment area to the physical readiness training area will be considered a Drill and Ceremonies activity and will be conducted precisely IAW the provisions of FM 22-5.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Remedial Physical Readiness Training Program.
2. MISSION: To provide extra physical training for all soldiers who fail to execute the exercises properly or fail to complete the conditioning run to the standards of the previous physical fitness training period. In addition, those personnel who, because of sick call attendance, missed a physical readiness training period and were returned to duty will attend remedial physical readiness training.
3. RESPONSIBILITIES: The remedial physical readiness training program will be conducted under the auspices of the parent battalion. OICs or NCOICs designated to identify personnel who failed to execute the conditioning run in fourteen minutes will submit a daily listing, by name, of failures to the parent battalion.
4. FUNCTIONS AND TASKS: See Physical Readiness Training.
5. FREQUENCY: The remedial physical readiness training program will be conducted as required.
6. REFERENCES: Fort Ord Regulation 350-1; Fort Ord Circular 350-19; Army Regulation 600-9.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Operation Security Training (OPSEC).
2. MISSION: Ensure protection of military operations and activities resulting from the identification and subsequent elimination or control of intelligence indicators which are susceptible to hostile exploitation.
3. RESPONSIBILITIES: All commanders will establish OPSEC programs.
4. FUNCTIONS AND TASKS: All commanders will include as a minimum [the echelon of command is not specified]:
 - A. Conduct OPSEC analyses based on command mission and the hostile intelligence threat.
 - B. Maintain OPSEC consciousness by conducting threat and OPSEC awareness briefings as required to maintain requisite levels of proficiency.
 - C. Include an OPSEC annex in all applicable orders and plans.
 - D. Maintain OPSEC awareness during training exercises, and conduct OPSEC surveys as appropriate.
 - E. Include OPSEC during the initial orientation for all newly assigned personnel.
 - F. Include OPSEC in the inspection programs of their inspectors general.
 - G. Designate an OPSEC officer within operations or an operations-related staff element down to battalion level and, as appropriate, designating OPSEC POCs in other staff elements responsive to the organizational OPSEC offices. (The organizational OPSEC officer will be a commissioned officer, warrant officer, noncommissioned officer E6 or above), and may be assigned the responsibility as a sole, principal, or additional duty.

5. FREQUENCY: Annually per Fort Ord Regulation 350-1 and Fort Ord Circular 350-19.
6. REFERENCES: Army Regulation 530-1; Fort Ord Regulation 530-1; Fort Ord Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: SQT Preparation Training.
2. MISSION: Prepare soldiers for skill qualification tests on a continuing basis rather than the crash training sessions. [No positive action oriented mission statement could be identified.]
3. RESPONSIBILITIES: First line supervisors: The NCOs at Squad, Crew, and Section level will see to the training of the individual soldiers. This is an exclusive responsibility of first line supervisors, directed and supported by the NCO above them.
4. FUNCTIONS AND TASKS: The First Sergeant supervises the Platoon Sergeants and first line supervisors in their training of individual soldiers. First line supervisor trainers will test soldiers who have received training on individual skills. (Daily testing/training will include both hands-on and written components testing.) Commanders will ensure that each soldier assigned to the organization is fully trained and qualified by MOS. The commander will verify, after an appropriate amount of time, that the individuals are proficient in their assigned duties.
5. FREQUENCY: Integrated into yearly training program.
6. REFERENCES: Fort Ord Circular 350-19; Training Circular 21-5-7; Fort Ord Training Notes #8 and #6; Fort Ord Regulation 350-1, Draft; FORSCOM Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Intelligence Training.
2. MISSION: Develop the tactical ability to defeat the enemy on the battlefield by reducing the enemy's intelligence collection ability and optimizing our own.
3. RESPONSIBILITIES: Commanders at all levels will plan and supervise the execution of all intelligence training in their units. Higher headquarters will assist commanders and S2s in the conduct and evaluation of the training.
4. FUNCTIONS AND TASKS: Commanders will:
 - A. Ensure that intelligence training is included in all ARTEPs and provide for an evaluation of the results.
 - B. Ensure maximum incorporation of intelligence training and use the opposing forces at all levels.
 - C. Conduct self-monitoring of communications during CPX and FTX and ARTEPs.
 - D. Plan, program, provide resources for, and conduct training and activities necessary to achieve the Division's objectives stated within the regulation of reference.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; Fort Ord Regulation 530-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Water Survival/Drownproofing Training.
2. MISSION: To demonstrate water survival and make the individual soldier aware of the danger of panic in the water as a primary cause of drowning.
3. RESPONSIBILITIES: Higher headquarters will develop a drownproofing SOP which indicates drownproofing POI and all weak or non-swimmers; prior to any water related exercise, all weak and non-swimmers will be drownproofed. Units attending the training will provide unit supervision.

[The following activities are also required, but responsible units and individuals are not identified: scheduling of the drownproofing, instructors, projectionists, and work detail.]

4. FUNCTIONS AND TASKS:

- A. Unit Supervision: Platoon Leaders or Platoon Sergeants should accompany their platoons to all periods of instruction. Their duties are to ensure promptness of attendance, supervise discipline, assist instructors with control during the instruction. (At a minimum, one unit officer will be present at each period of training.) The unit officer will serve as a coordinator and liaison with the chief instructor of the water survival team.
- B. Scheduling: [The following are listed as considerations and do not necessarily imply tasks.]
 - (1) The periods must occur in sequence.
 - (2) The entire company is instructed during the first and fifth periods. During the second, third, and fourth periods, only half the company receives instruction.
 - (3) A four company fill is the maximum load with one pool utilizing normal duty time. A four company fill will occupy four hours starting on Friday and eight hours for six additional days. Greater flexibility will occur with a lesser number of companies to be scheduled.

- C. Projectionist: [Duties are unspecified but the requirement is that there is one for the classroom period.]
 - D. Work Detail: Unspecified individuals will collect and deliver wet fatigues to the post laundry at the end of each day to dry the clothes for the next day's training, and pick up dry fatigues at the laundry to deliver at the pool site.
 - E. Instructors: Instructors are officers and NCOs who are qualified as instructors and are strong swimmers. Instructors should be trained as life guards and know first aid procedures. Instructors consists of one team chief, ten instructors, and one administrative NCO.
 - F. Team Chief: The Team Chief will organize and supervise the training.
 - G. Instructors: Will be positions at all the stations being conducted at the swimming pool.
 - H. Administrative NCO; Will handle scheduling, supply, pool reservation, and other similar non-instruction duties. [No explicit information could be identified as to who will provide work detail, projectionist, or instructors.]
 - I. Prior to water activities commander will:
 - (1) Insure that in preparation for tactical water operations each participant will be given, whenever possible, combat water survival training, preceded by the beginners' swim test as prescribed in chapter 17, FM 21-20.
 - (2) Insure that prior to amphibious operations all equipment is checked for operational readiness by strict adherence to the manual for the equipment operated.
5. FREQUENCY: The commander's option.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Field Manual 21-20; Army Regulation 385-15; Fort Ord Circular 350-19.
7. COMMENTS: [Documentation does not specify the full requirements of the units. It does not explicitly specify who will provide the instructors, does not specify who will schedule, and who will provide projectionists or the work detail.]

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Battalion Training Management System (BTMS).
2. MISSION: To accelerate the development and use of junior leaders, productive use of each training day for every soldier, and improve individual proficiency in Soldier's Manual tasks and proficiency in ARTEP tasks.
3. RESPONSIBILITIES: The responsibilities of the higher headquarters include implementing and instructing the Battalions in planning, preparing, and evaluating training. Battalions are required to attend as a whole for a one week period. The workshops given below will list the individuals required to attend.
 - A. Training Management Workshop, Company Commander and Battalion Commander and S3s.
 - B. Training Supervisor Workshop, 1SG and CSM.
 - C. Platoon Leader's Workshop, Platoon Leaders/Platoon Sergeants.
 - D. Trainer's Workshop, Section/Team/Squad Leaders.
4. FUNCTIONS AND TASKS: [See BTMS course material for course contents.] Unit commanders will:
 - A. Insure maximum attendance at the workshops.
 - B. Insure that participating personnel meet duty position requirements of the course.
 - C. Exempt students from duty (ED) on unit rosters for the duration of the course.
 - D. Provide the publications and equipment.
5. FREQUENCY: Battalions are required to participate in this workshop as a whole. [However, it is not explicitly identified as to the frequency of the battalion's participation.]
6. REFERENCES: Army Training Board Battalion Training Management System, 1979; FORSCOM Regulation 350-1; Letter of Instruction for BTMS, Fort Ord California.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Remedial Training.
2. MISSION: To provide additional instruction for individuals who fail to meet the standards prescribed during the normal duty day.
3. RESPONSIBILITIES: At the conclusion of a block of training, a quality control of individual skills will be conducted by Platoon Leaders and Trainers. This may be a random sample conducted by a Platoon Leader or it may be a formal test administered at Company level. The individuals who do not pass the validation will attend remedial training.
4. FUNCTIONS AND TASKS: Trainers, Platoon Leaders will identify any soldier who fails to meet the standards during initial instruction or during validation process and will schedule soldiers for remedial training. (Remedial training may be conducted on the day of the instruction/validation or during the following work week, but after duty hours.) The number of remedial training sessions scheduled will be prerogative of the unit commander. For individuals who still fail to meet the standards after this remedial training, training will be scheduled on a non-duty day (School of Soldier). [No explicit statement regarding who will train the individual during the remedial training or who will be in charge of the School of the Soldier program.]
5. FREQUENCY: Daily, as needed.
6. REFERENCES: Fort Ord Training Note #6.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Training Management.
2. MISSION: To coordinate, plan, schedule, and organize all required training programs.
3. RESPONSIBILITIES: Higher headquarters will provide supervision, guidance, and assistance in the program of conduct of training. Battalions will prepare and maintain training programs and projections reflecting major activities. Company Commanders will determine their training program sequence and methods.
4. FUNCTIONS AND TASKS: Commanders will:
 - A. Plan, schedule, conduct, and closely monitor training within their units.
 - B. Administer individual and squad/crew proficiency test/evaluation.
 - C. Insure MOS proficiency of subordinates.
5. FREQUENCY: Continuous.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Regulation 350-1; Army Regulation 350-1; Training Circular 21-5-7; Battalion Training Management System 79; FORSCOM Regulation 350-1; Fort Ord Circular 350-19.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Field Sanitation Team Training.
2. MISSION: To train field sanitation teams to assist commanders in maintaining a healthful field environment by performing inspections and providing supervision and guidance concerning sanitary conditions and facilities.
3. RESPONSIBILITIES: Commanders at all levels are responsible for the health of their command. Using the guidance and technical assistance of trained specialists, Commanders issue orders to maintain sanitation proficiency in their command. While it is the Commander's direct responsibility to enforce the practices of hygiene and sanitation, it is the Unit Surgeon's responsibility to advise what should be done.
4. FUNCTIONS AND TASKS:
 - A. Company/Battery/Troop Commanders will:
 - (1) Appoint a field sanitation team consisting of at least two men, one of whom will be a non-commissioned officer.
 - (2) Ensure that all field sanitation team members attend the Field Sanitation Team Training Course (higher headquarters will task units for participants to attend the course, administer field sanitation team course, and coordinate scheduling and allocations with DPT).
 - (3) Maintain a copy of the appointment of team members and a copy of the certificate of completion of field sanitation team training in the unit files.
 - (4) Ensure that the unit field sanitation team has and maintains the required chemical supplies and equipment.
 - B. Field Sanitation Teams will:
 - (1) Supervise the disinfection of water in the unit area.

- (2) Instruct the troops, as necessary, in the method of individual water purification.
- (3) Assist the unit food service personnel in the prevention and elimination of deficiencies in food service sanitation.
- (4) Instruct the troops as necessary in methods of washing individual eating utensils.
- (5) Supervise the construction of garbage and soakage pits.
- (6) Assist the Commander in the inspection and proper disposal of garbage.
- (7) Supervise the construction of field latrines and urinals.
- (8) Assist the Unit Commander in the inspection of proper sanitation.
- (9) Assist the Unit Commander in the guidance of personnel and facilities to ensure a high level of personal hygiene.
- (10) Provide guidance as needed in the use of protective measures to prevent frostbite, trenchfoot, and snowblindness.
- (11) Report inadequacies to the Unit Commander.

5. FREQUENCY: Not specified.

6. REFERENCES: Fort Ord Regulation 40-9; Training Circular 8-3; Army Regulation 40-5.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Amphibious Training.
2. MISSION: To train appropriate Army and Reserve Components personnel in joint amphibious operations in order to maintain the capability to conduct amphibious operations and maintain a pool of officers and key enlisted specialists with training in amphibious techniques and operations.
3. RESPONSIBILITIES: Higher headquarters is responsible for conducting all functions that units participate in. [No other explicit responsibilities could be identified.]
4. FUNCTIONS AND TASKS: Amphibious training is divided into three phases:
 - A. Training of Individuals at Naval Amphibious Schools: Individuals from selected units attend amphibious courses conducted by U.S. Navy and Marine Corps. Individuals designated to attend these courses should occupy positions in their units which require knowledge and specialized activities in amphibious operations.
 - B. Training at Home Station: Units conduct training consistent with operational and contingency missions and equipment and training facilities available.
 - C. Shore Base and Elementary Ship Base Training: This training is conducted at amphibious training sites. Selected units move to amphibious training sites to conduct training which cannot be accomplished readily at a home station.
5. FREQUENCY: As required.
6. REFERENCES: Army Regulation 350-26.
7. COMMENTS: Units will conduct their own amphibious training as far as practical. [It is not stated in this regulation what echelon of unit, or what position is to be held by the individuals to attend these courses.]

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Small Arms Air Defense Training Program.
2. MISSION: To enhance proficiency for engagement of aerial targets.
3. RESPONSIBILITIES: All units will conduct air defense training in passive and active modes.
4. FUNCTIONS AND TASKS:
 - A. Commanders at all levels will ensure that all personnel under their command acquire and maintain proficiency in air defense training.
 - B. Commanders of Battalions will conduct evaluations of their subordinate units.
 - C. Higher Headquarters will monitor the training and evaluation programs of their subordinate units.
5. FREQUENCY: Evaluations will be conducted during unit ARTEPs. [No other explicit frequency is stated.]
6. REFERENCES: Fort Ord Regulation 350-1, Draft; FORSCOM Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. **ACTIVITY:** Nuclear, Biological, and Chemical (NBC) Defense Training.
2. **MISSION:** To prepare a unit to survive and be combat efficient in an NBC environment. NBC defense training should be unit mission related and performance oriented. For training management purposes, NBC training is divided into three categories: individual, team, and unit training.
3. **RESPONSIBILITIES:** Commander is ultimately responsible for the readiness of the unit to operate in an NBC environment with maximum individual and unit effectiveness. To assist the Commander in the conduct of the NBC defense training operations, a defense organization is established. This organization includes:
 - A. One school-trained officer and two school-trained NCOs. (One NCO will serve as the NCOIC of the decontamination team, as well as assist the officer and other NCOs in the performance of their duties.)
 - B. Two survey monitoring teams for each detector kit, radiac meters, radiac sets, and other detection devices. (One team will be designated primary and the other alternate.)
 - C. One decontamination team, consisting of one school-trained NBC defense team NCO designated as NCOIC, one or more of the survey/monitoring teams, and as a minimum, six other enlisted personnel.
4. **FUNCTIONS AND TASKS:**
 - A. Commanders at all levels will:
 - (1) Appoint, organize, and train NBC defense team/personnel IAW regulations.
 - (2) Ensure authorized amounts of NBC defense equipment are on hand and used regularly in training.
 - (3) Develop a program for integration of NBC defense training into mission training.

(4) Develop a method for evaluation of individual, and unit proficiency during mission training in a simulated NBC environment.

(5) Develop a unit NBC SOP IAW regulations.

B. Unit NBC Defense Officers and NCOs will:

(1) Provide technical assistance to their Commanders on NBC defense training and operations.

(2) Coordinate the unit's NBC defense activities.

(3) Prepare and present NBC defense instruction to achieve the standards of proficiency for the unit and the individuals of the unit.

(4) Plan and supervise the defense training aspects of operational training exercises and maneuvers.

(5) Prepare the NBC defense annex to SOP.

(6) Supervise the operation and maintenance of NBC material.

(7) Estimate radioactivity decay, total dose, and optimum time of exit from radiologically contaminated areas, using procedures prescribed in FM 3-12.

(8) Plan NBC reconnaissance and advise Commanders on the best routes to use in crossing or bypassing the NBC decontaminated area.

(9) Maintain records of unit radiation exposure.

(10) Estimate downwind hazards from chemical attacks.

(11) Report NBC attack data to higher headquarters quickly and accurately, using the NBC warning and reporting system.

(12) Analyze the vulnerability of the unit to NBC attack.

(13) Evaluate individual and unit competence in NBC defense and advise the Commander on the unit's ability to survive and to continue operation in an NBC environment.

- (14) Advise Commander on the effects of the NBC environment on the unit's ability to carry out particular aspects of its primary mission.
- (15) Train the unit teams required by the NBC defense annex of the unit SOP in this regulation.
- (16) Prepare both detailed fallout predictions and simplified predictions.

C. NBC Survey/Monitor Team will:

- (1) Recognize nuclear and chemical attacks and fully understand unit procedures for implementing warning procedures.
- (2) Detect chemical agents and radiological hazards.
- (3) Operate and maintain NBC defensive equipment that is applicable to the task.
- (4) Conduct chemical reconnaissance and radiological surveys.
- (5) Monitor personnel, food, drinking water, and unit equipment for NBC contamination and determine completeness of decontamination.
- (6) Collect samples of specified biological contamination and forward as directed.
- (7) Mark NBC contamination areas with standard marking signs.
- (8) Provide raw data for NBC reports.

D. Decontamination Team will:

- (1) Perform necessary decontamination of supplies, equipment, and area for which they are responsible in the performance of their primary duties.
- (2) Operate and maintain assigned decontamination equipment.
- (3) Establish and operate a personnel decontamination station.
- (4) Take action where possible to avoid spreading contamination.

- E. Higher headquarters will conduct an 80 hours course of instruction to qualify unit NBC officers and NCOs (and other courses as subscribed in school schedule) and test and evaluate individual, team, and unit NBC proficiency during ARTEPs.
 - F. Each unit will conduct a ten-station individual proficiency test annually based on the standards given IAW FM 21-48. A two-phase (CS and camphor) mask confidence exercise will be conducted annually by the unit. Commanders will schedule training in protective clothing and protective masks frequently.
5. FREQUENCY: During the preparation and execution of all CPX and FTX of 72 hours or longer, a minimum of six hours will include a scenario that places a unit in a total NBC environment and requires it to take protective measures, execute decontamination procedures, monitor and report as appropriate. [No other specified frequency for the training of the NBC teams is stated.]
6. REFERENCES: Fort Ord Circular 350-19; Fort Ord Regulation 350-1; Fort Ord Regulation 220-1; Army Regulation 220-58.

TACTICAL/TECHNICAL TRAINING

1. **ACTIVITY:** Deployment Training (to include: Air Movement, Rail Movement, Highway Movement, Water Movement).
2. **MISSION:** The unit deployment training program is to maintain the availability to rapidly alert, assemble, prepare to deploy, marshal, outload, and move on any mode of transportation all TOE equipment and personnel with minimum outside assistance. Deployment training includes air movement training, rail movement, highway movement, and water movement.
3. **RESPONSIBILITIES:** The unit commanders will establish and maintain the capability to perform the fundamentals of deployment operations. A unit deployment training program should consist of monthly telephonic alert exercises, and quarterly load out exercise in which vehicles and equipment are loaded out, prepared for movement, and actually loaded on aircraft, railcars, and/or mockups. It is recommended that each company-size unit have two school-trained hazard-out cargo certifying officials, two load teams organized for air and rail loading, and one load team organized and trained for packing and crating.
4. **FUNCTIONS AND TASKS:** Unspecified individuals should conduct the following training periodically:
 - A. Responsibilities and duties of personnel during alert notification and deployment.
 - B. Driver training and qualification.
 - C. Preparation of equipment and supplies for loading.
 - D. Tie down, packing, crating, and paletizing procedures.
 - E. Transportation safeguards, hazardous cargo, and handling explosives/flammable materials.
 - F. Load characteristics and loading techniques for aircraft, ship, and railcars.

- G. Loading and tie down techniques with mock ups, actual aircraft, and railcars.

Resources provided by higher headquarters to support the deployment training include: Army Subject Schedules; Air Movement Training (33 hours of formal instruction, and 16 hours of practical exercise); Rail Movement Training (nine hour block of instruction designed to acquaint unit personnel with the duties and responsibilities of the passenger and freight train staff); Highway Movement (33 hours of formal instruction and 24 hours of practical exercise teaching the soldiers the fundamentals of motor transport planning, tactical movements, reaction to convoy ambushes, map reading, and the use of march data); and Water Movement Training for amphibious operations.

On-post schools: Air Loaders and Air Movement Planners - each course is three hours in length and is taught by Air Force personnel. Frequency of these courses is approximately quarterly.

Packaging of Hazardous Materials for Transportation - one week in length and is taught by a mobile training team from Aberdeen Proving Ground. Frequency of the course is approximately quarterly.

Off-post schools: Air Transportability Planning - two week course taught by the U.S. Army Transportation School.

5. FREQUENCY: A unit can be expected to be called upon to demonstrate some aspect of its capability to deploy at least once each mission cycle and to receive at least one 7th Division No-Notice Emergency Deployment Readiness Exercise annually.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; Fort Ord Regulation 525-1.
7. COMMENTS: It was not identified as to the individual schools available for rail or ship movement training. [The individual who will conduct the training programs in the unit and the echelon of unit was not identified.]

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Assault Drills.
2. MISSION: To emphasize/teach the techniques of assaulting an objective.
3. RESPONSIBILITIES: Unit commander will implement a program to improve techniques used by a rifle squad when assaulting an objective. Assault drills should be conducted on varied terrain so that various types of movement can be employed, e.g., crawling, quick rushes.
4. FUNCTIONS AND TASKS: No functions and tasks were identified.
5. FREQUENCY: Executed at squad level on a regular basis.
6. REFERENCE: Fort Ord Training Note #6.

TACTICAL/TECHNICAL TRAINING

ACTIVITY: Individual and Collective Training.

MISSION: To prepare individuals/groups of individuals to accomplish tasks required by MOS or unit.

RESPONSIBILITIES: [Individual and collective training is the responsibility of all leaders. The following chart will note the individuals responsible for the type of training to be conducted. The Functions and Tasks section will describe the tasks needed to be performed for the individual or collective training sessions. The charts and duty tasks were obtained directly from BTMS material. Any lack of correspondence between items in the chart and task statements is contained in the materials.] The Squad Leader is responsible for individual and collective training of his squad. The Platoon Leader is responsible for collective training of the platoon and squads. The Senior NCO (Platoon Sergeant, 1st Sergeant, CSM) is responsible for mixing of individual and collective training at each echelon and the assignment of administrative tasks. The Company Commander is responsible for taking the guidance from the Battalion and translating it into specific actions at Company level. He is also the principle Company trainer. Battalion S3 is responsible for managing and allocating training resources and training subordinates (Company Commander and primary staff).

RESPONSIBILITIES	NCO			OFFICER			
	SL	PSG	CSM/ISG	PL	CO CDR	S3/BN CDR	
<u>Individual Training</u>							
Learn Soldier Manual Tasks	X	X	X	X	X		X
Train Soldiers	X	X	X	X	X		X
Evaluate Soldier's Performance	X	X	X	X	X		X
Train Subordinate Leaders	X	X	X	X	X		X
Evaluate Subordinate Leaders	X	X	X	X	X		X
<u>General</u>							
Provide Training Input	X	X	X	X	X		X
Provide Feedback	X	X	X	X	X		X
Protect Subordinates	X	X	X	X	X		X
Plan Training					X		X
Allocate Resources							X
Program Training							X
<u>Collective Training</u>							
Conduct Collective Trng/ Evaluation	X	X	X	X	X		X

4. FUNCTIONS AND TASKS:

A. Individual Training.

- (1) Determine training status: review soldier's Job Book; administer performance tests; conduct personnel observation; review SQT test results; review unit schedules.
- (2) Develop an outline for task training: determine training objectives; gather required resources; develop training statement; develop safety statement if applicable; determine if a pre-test is applicable; develop orientation statement; determine if demonstration is required; determine task step training; allow practice for task proficiency; plan for the performance test; make a note to record and report the result of training; determine references.

- (3) Prepare to conduct individual training: arrange to have enough resources; prepare the area and all equipment for the rehearsal and training session; conduct a supervised rehearsal.
- (4) Conduct individual training and provide feedback: (training must include - training statement; safety statement (if any); pretest (if appropriate); orientation statement; a demonstration; task step training; skill practice; performance test; record and report the results; provide feedback to the supervisor.)

[NOTE: The trainer may use TEC to train the individuals.] In this case, the trainer must decide whether or not the TEC lesson trains to the SM's standards. If the trainer decides that the TEC lesson does not cover all the task steps, and the trainer still wants to use TEC, the trainer must supplement the portion missed with live instruction.

- (5) Sample individual training: ensure familiarity with task to be sampled; select soldier for testing; conduct performance test; critique the soldier; inform the trainer; record results.

B. Collective Training.

- (1) Determine status of collective training: complete unit assessment job aid; list all missions applicable to the unit; status must reflect platoon and squad level ARTEP missions that are satisfactory, unsatisfactory, already trained, need practice, require training, and proficiency unknown.
- (2) Priority missions: list missions directed by Commander; list missions that fulfill critical or prescribed requirements; determine percentage of sub-units unsatisfactory in the mission; determine missions that support two or more unit missions; determine missions that support only one unit mission.
- (3) Identify individual and leader tasks: list individual tasks that support the mission; list leader tasks that support the mission.

5. FREQUENCY: Continuous.

6. REFERENCES: Army Training Board Battalion Training Management System, 1979; Army Regulation 350-1; Training Circular 21-5-7.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Mission Cycles.
2. MISSION: [To allocate specific periods of priority training, details, and evaluation.]
3. RESPONSIBILITIES: Infantry and Artillery Units.
4. FUNCTIONS AND TASKS: Units during the mission cycle will provide the personnel and equipment requirements for post/division contingency missions (ARF, Garden Plot, earthquake, etc.). Whenever possible, Infantry ARTEPs, if scheduled, will be during the last two weeks of the mission cycle in order to provide a pretest for the Training Cycle and to cause minimum disruption during the Mission Cycle. External ARTEPs may also be combined with an EDRE and be conducted during this cycle. Units in the Mission Cycle will be tasked for post support when the assets of the primary support units are exhausted. In the event of training deficiency as a result of CDEC support and other unprogrammed requirements, select units may request from AC of S, G3 to schedule off-post training. However, this will consist of no more than two-thirds of a major unit. The remaining one-third should be identified and prepared to furnish support requirements that exceed the capabilities of the primary support unit. Off-post platoon and company size Adventure Training will normally be conducted during this cycle.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Circular 350-19; FORSCOM Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Training Cycle.
2. MISSION: [To allocate specific periods of training].
3. RESPONSIBILITIES: Infantry/Artillery Units.
4. FUNCTIONS AND TASKS: For Training Cycles, Commanders will develop training programs designed to provide maximum Prime Time for individuals through Platoon and Leader training. Off-post training and Field Artillery ARTEPs will normally be conducted during these cycles. (Due to budget limitations and fuel shortages, off-post periods should be a minimum of two weeks in length.) Emphasis should be placed on providing maximum personnel for training. Units will not be tasked to fill post support requirements during these cycles. The Infantry Brigade in the Training Cycle will assume responsibility for contingency missions (Augmentation Readiness Force (ARF), etc.) when no Brigade is in the Mission Cycle.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Circular 350-19; FORSCOM Regulations 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Mission Support Cycles.
2. MISSION: [To allocate specific periods of training and support.]
3. RESPONSIBILITIES: Infantry/Artillery Units.
4. FUNCTIONS AND TASKS: Units will make every effort to provide their normal CS/CSS attachments as well as retain unit unique contingency missions. Personnel and equipment requirements for post support, guard and funeral detail will also be provided. Individual, on-post training may be conducted. However, off-post training will not be scheduled. AGIs will also be conducted during these cycles. Changeover for post support requirements such as guard and funeral details will normally occur on Monday at 0900 hours.
5. FREQUENCY: Not stated.
6. REFERENCES: Fort Ord Circular 350-19; FORSCOM Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Nuclear Surety Program/Personnel Reliability Program (PRP).
2. MISSION: Ensure the procedures for the safety, security, and reliability of nuclear weapons in the custody of the U.S. Army is maintained.
3. RESPONSIBILITIES: Commanders will ensure that each individual meets the requirements listed below before permitting soldiers to be assigned to or retained in a nuclear duty position.
 - A. Screened and evaluated.
 - B. Personnel security investigation.
 - C. Nuclear duty training.
4. FUNCTIONS AND TASKS:
 - A. Nuclear duty positions: Commanding officers down to Company/Battery level will--
 - (1) Identify nuclear duty positions in their commands.
 - (2) Designate duty positions as either critical or controlled.
 - (3) Annotate designated critical and controlled nuclear duty positions on the unit's nuclear duty position roster.
 - (4) Prior to performing nuclear duties each individual assigned to a critical position will be qualified by resident courses at service schools and by experience.
 - (5) Prior to performing the duties assigned to controlled position, will be qualified by formal courses or other supervised training and experience.
 - B. Screening and evaluation: Acceptance and retention in the PRP is determined by the Commander on the basis of the presence or absence of evidence of an individual's reliability or unreliability. Personnel will be screened and evaluated--

- (1) Before receiving nuclear-related training for a nuclear duty position within an organization.
- (2) Before an otherwise qualified person may be re-assigned from a nonnuclear duty position to a nuclear duty position in the same organization or activity.
- (3) By the losing organization before the individual departs the unit, including a (BCT/AIT) training unit, en route to a service school or formal course of instruction for the purpose of qualifying for an assignment to a position in which this regulation applies.
- (4) By the losing organization before the individual departs the unit in compliance with mission reassignment orders directing reassignment to a unit for a duty position in which this regulation applies.

(DA Form 3180 (Personnel Screening and Evaluation Record) will be used to identify those individuals who require PRP screening and evaluation.)

- C. Commanding officer's interview: When possible, prior to the screening of an individual's personnel and medical records, the person who has been tentatively selected for nuclear duties will be interviewed by the immediate commander. As a minimum, the following matters will be covered--
- (1) Inform of the Privacy Act Statement. A copy of the statement will be furnished if requested by the interviewee. Should the candidate object to systematic inquiry into his past and his personal affairs, screening will be discontinued at this point. If his MOS or job designation requires PRP qualifications, he will be disqualified as lacking motivation for nuclear duties.
 - (2) Review with the individual the behavioral characteristics and medical conditions which are disqualifying for assignment or retention in the PRP.
 - (3) Emphasize that records and performance data must show that the candidate meets the high standards of the PRP and that the purpose of this interview is to assist him in maintaining those standards.
 - (4) Explain the importance of the assignment and the responsibilities involved, including the possibility of

performing guard duty in smaller units and the individual's obligations under the continuing observation and evaluation aspects of the PRP.

- (5) Determine whether the individual has a positive attitude toward nuclear-related duties.
 - (6) If a candidate for the PRP is found to be unsuitable, the commander will execute line 1, part I and part V (but not part III), DA Form 3180. For disposition instructions, see AR 50-5.
 - (7) If acceptable for further screening, the commander will then advise the individual that he is under the continuing evaluation aspect of the PRP and will remain so until either disqualified from the PRP or assigned to a nonnuclear position.
 - (8) The commander will then terminate the interview, complete the top line of part I, and forward the DA Form 3180, in quadruplicate, to the first activity in the screening process.
- D. Personnel officer will screen the Military Personnel Records Jacket U.S. Army (MPRJ) and complete Part I, DA Form 3180 and return to the Commander.
- E. Qualified medical personnel specifically designated will screen medical records.
- F. Commanding officer's evaluation and briefing. Following screening of personnel and medical records, the commander will review the DA Form 3180 and any attached information furnished by the personnel or medical officers and determine whether the individual is acceptable for the PRP. A determination of unsuitability may be made at any time during the screening process.
- (1) For those found acceptable, the commander will complete Part III, DA Form 3180. If the individual is scheduled for school training and/or for a nuclear duty assignment in another unit, the losing unit commander will double check to make certain the required PSI has been completed or initiated and brief the individual covering the significance of nuclear weapons duties in general rather than the details of a specific assignment.
 - (2) When being assigned to nuclear duties, the nuclear unit commander formally determines the individual's

qualifications, repeating any part of the screening process he considers necessary, and briefs him about his assignment making certain that he is cleared for the level of any classified information being furnished. The briefing will cover the following matters:

- (a) That he has been accepted for assignment to a nuclear duty position.
 - (b) The position he will be filling, his duties and responsibilities.
 - (c) Any dangers to him or to others which may be associated with nuclear-related duties.
 - (d) The two-man concept, ensuring it is fully understood.
 - (e) The current threat to nuclear weapons (or nuclear reactors), and the physical security procedures with which he will need to be familiar.
 - (f) A reiteration of each person's obligation under the continuing observation and evaluation aspects of the PRP, to include the individual's obligation to report promptly any factors or conditions which may adversely affect his own performance and any medication or medical treatment prescribed by or received from non-DOD medical personnel (or DOD medical personnel when the patient's official medical record was not seen by attending personnel).
- (3) At the close of the briefing the individual and the commander jointly will complete Part IV, DA Form 3180. The individual's signature will be a positive indication that he has been briefed on the PRP and understands the standards and objectives of the program. The DA Form 3180 will then be distributed as follows:
- (a) Original and one copy to the custodian of the personnel record (MRPJ, or OPF for civilians).
 - (b) Two copies to the supporting medical activity.

(4) If the commander determines that the individual is unsuitable, the individual will be permanently disqualified.

5. FREQUENCY: Not specified.

6. REFERENCE: Army Regulation 50-5 c/1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Signal Security (SIGSEC)
2. MISSION: To instill in the minds of all personnel an appreciation of the threat against US communications and to develop each individual into a Signal Security (SIGSEC)-oriented soldier.
3. RESPONSIBILITIES: Unit commander will plan, program, provide resources for, and conduct command SIGSEC training activities. Individuals will be thoroughly trained regarding the signal security threat annually. Unit training will emphasize all SIGSEC techniques.
4. FUNCTIONS AND TASKS:
 - A. Individual Training. All personnel will be thoroughly indoctrinated regarding the signal intelligence threat against U.S. Army communications and non-communications emitters. Training will be integrated with other subjects whenever possible and will be evaluated during proficiency training.
 - B. Unit Training. Unit training will emphasize all SIGSEC techniques that enhance those capabilities needed to operate in a hostile signals, intelligence/electronic warfare environment. These capabilities will be stated by the higher headquarters as a training goal for all field training exercises and command post exercises. A program to self-monitor tactical radio communications nets will be established at higher headquarters. Unit commanders, in discharging their responsibilities for SIGSEC activities, will plan, program, and provide resources for and conduct command SIGSEC activities necessary to achieve the objectives.
5. FREQUENCY: Minimum amount of SIGSEC instruction should be included in each unit's semi-annual training schedule.
6. REFERENCES: Fort Ord Regulation 530-1; FORSCOM Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Opposing Forces Program (OPFOR).
2. MISSION: To provide commanders with a realistic training mechanism for emphasizing the competition inherent in battle through use of a realistic and credible opposing force employing the doctrine, tactics, and weapon systems of actual potential adversaries.
3. RESPONSIBILITIES: Integration and application of OPFOR into individual and unit training programs is the responsibility of command at all levels. Commanders are responsible for planning, conducting, and supervising OPFOR-related training.
4. FUNCTIONS AND TASKS: Commanders will plan, conduct and supervise OPFOR-related training.
5. FREQUENCY: OPFOR will be an integral part of all individual and collective training. OPFOR orientation training is conducted annually.
6. REFERENCES: Army Regulation 350-2; FORSCOM Regulation 350-1.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Maintenance Training.
2. MISSION: Achieve and maintain Department of the Army operational readiness standards for all equipment on hand.
3. RESPONSIBILITIES: Unit commanders are responsible for the overall conduct of maintenance training.

Section Chiefs are responsible for preventative maintenance on vehicles and equipment assigned to their sections. Either the Section Chief or his assistant will be present during any motor maintenance period.

4. FUNCTIONS AND TASKS:

- A. Unit Commanders and assistants will:

- (1) Establish program to train officers and NCOs in maintenance procedures.
 - (2) Allocate sufficient time for performance of required maintenance services, training, and inspections.
 - (3) Supervise the conduct of performance-oriented training to improve the knowledge of personnel responsible for maintenance and materiel readiness.
 - (4) Prevent the abuse of equipment.
 - (5) Investigate and take immediate corrective action on evidence of abuse, loss, improper storage, or neglect of equipment.
 - (6) Request school quotas and assistance as needed.

5. FREQUENCY: Conduct and supervise an eight-hour, stand down maintenance program monthly.
6. REFERENCES: Fort Ord Regulation 350-1; FORSCOM Regulation 350-1; Army Regulation 140-15; Fort Ord Circular 350-19.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Driver's Training.
2. MISSION: To ensure safety with respect to operation and control of Army and privately-owned vehicles.
3. RESPONSIBILITY: Commanding officers will discharge their responsibility to maintain high uniform quality with training of Army motor vehicle driver personnel.
4. FUNCTIONS AND TASKS: Commander will provide for--
 - A. Initial training to qualify a person to drive an Army motor vehicle on streets, highways, or in off-the-road operations in accordance with TM 21-300 and TM 21-305. A copy of TM 21-305 will be issued to each driver trainee. In oversea commands a traffic safety briefing will be conducted for all new incoming personnel of the command. A current summary of host nation traffic laws, regulations, and driving customs will be issued each driver and driver trainee.
 - B. Initial training to qualify as an operator of track-laying vehicles in accordance with TM 21-301.
 - C. Remedial training to offset specific weaknesses as indicated by accident, violation, or other driver failure.
 - D. Refresher training, as appropriate, on State, local, and installation traffic rules, safe driving procedures, seasonal hazards, and other related matters for--
 - (1) All newly assigned drivers prior to dispatch.
 - (2) All assigned drivers annually.
5. FREQUENCY: Not specified.
6. REFERENCES: Army Regulation 385-55.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Foot Marches.
2. MISSION: To develop a unit capable of marching to its destination and arriving in condition to accomplish its assigned mission; to develop unit capability to move over long distances at a fast rate carrying the equipment needed to fight and survive.
3. RESPONSIBILITIES: Higher headquarters will be responsible for the planning and the organizing of all foot marches. Units are responsible for maintaining records to indicate personnel who have/have not completed march requirements. Units will annotate individual PT cards with required information. All units will participate in the foot march program. [It is not explicitly stated as to who will conduct the training.]
4. FUNCTIONS AND TASKS: Unit commanders will--
 - A. Conduct a route analysis prior to a march.
 - B. Properly use road guards at the front and rear of the marching formation.
 - C. Ensure that stragglers are returned as a group.
 - D. Ensure injury protection.
5. FREQUENCY: All infantry and FA of the 7th Division, will complete a twelve mile foot march in three hours or less every quarter. Additionally, all personnel assigned to the infantry battalions of the 7th Infantry Division will complete a 25-mile foot march in twelve hours or less semiannually. Units are encouraged to conduct such marches on a more frequent basis.
6. REFERENCES: Fort Ord Regulation 350-1, Draft; Fort Ord Circular 350-19; Fort Ord Circular 40-5.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Aircraft Recognition Training.
2. MISSION: The potential battlefield use of enemy attack aircraft, reconnaissance aircraft, bomber aircraft, helicopters mixed with U.S. aircraft necessitates that, not only air defense crewmen, but every individual soldier be proficient in identifying aircraft. [No positive action oriented mission statement could be identified.]
3. RESPONSIBILITIES: The recognition training program is to be conducted by all units within the division. Major subordinate commanders will monitor the training and evaluation program of their subordinate units.
4. FUNCTIONS AND TASKS: Commanders at all levels will--
 - A. Ensure that all personnel under their command acquire and maintain the aircraft recognition proficiency.
 - B. Major subordinate commanders will monitor the training and evaluation program of their subordinate units.
5. FREQUENCY: Not specified.
6. REFERENCES: Fort Ord Regulation 350-1, Draft.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Antiarmor Defense Training.
2. MISSION: To train soldiers in the recognition of and defense against threat armor. [No positive action oriented statement could be identified.]
3. RESPONSIBILITIES: Individual and unit proficiency in antiarmor warfare are essential to the survivability of the 7th Division. Command emphasis and training of antiarmor weapon crews is essential. Leader classes in antiarmor defense must be emphasized to retain proficiency and awareness in this critical area. This applies to all units assigned to the 7th Division. [No explicit information as to the echelon of unit conducting this training is specified.]
4. FUNCTIONS AND TASKS: No explicit functions and tasks could be identified.
5. FREQUENCY. Not specified.
6. REFERENCES: Fort Ord Circular 350-19.

TACTICAL/TECHNICAL TRAINING

1. ACTIVITY: Marksmanship Training..
2. MISSION: To develop to full potential the proficiency of the individual soldier in his weapon as a critical element of combat power. [No positive action oriented mission could be identified.]
3. RESPONSIBILITIES: Higher headquarters will plan, organize, direct, control, and conduct all elements of the marksmanship training.
4. FUNCTIONS AND TASKS: No explicit functions and tasks could be identified.
5. FREQUENCY: Higher headquarters will conduct quarterly battlesight zero range for newly assigned personnel.
6. REFERENCES: Fort Ord Regulation 350-1, Draft.

ACTIVITY INDEX AND SUMMARY OF JOB AND TASK ANALYSIS

Table 2-2 consists of a complete listing of all activities in the chapter with page references. Also included is a summary of the job and task analysis for all activities. It was expected that published materials would provide lists of job tasks for specific jobs. Task statements were rarely found for individual duty positions. More often, tasks were identified for management/supervisory positions or unspecified individuals. The performance of tasks for each activity was indicated for one or more of the positions in the following categories:

- A. Management/Supervisory Positions - Examples of these positions are First Sergeant, Platoon Leader, Platoon Sergeant, etc.
- B. Unspecified Officers/NCOs - The specific individual or group of individuals expected to perform these duties and tasks had not been identified.
- C. Unit/Higher Headquarters - This is the most general and unspecified category for tasks. In this group, the duty and task statements were listed as an organization rather than an individual responsibility.

TABLE 2-2. ACTIVITY INDEX AND SUMMARY
OF JOB AND TASK ANALYSIS

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
<u>ADMINISTRATION</u>										
Various Additional Duties for Officers/NCO's	2-8									
Mess Officer	2-8							•		
Training Officer	2-9							•		
Maintenance Officer	2-9							•		
Supply Officer	2-10							•		
Unit Fire Marshall	2-10							•		
Safety Officer	2-11							•		
Communications Officer	2-12							•		
NBC Officer	2-12							•		
Unit Reenlistment Officer	2-12							•		
Ammunitions Officer	2-13							•		
Claims Officer	2-13							•		
Unit Postal Officer	2-14							•		
Troop Information & Ed Officer	2-14							•		
Classified Documents Officer	2-15							•		
Income Tax Officer	2-15							•		
Vector Control Officer	2-15							•		
Military Pmt Certificate Officer	2-16							•		
Primary Censor Officer	2-16							•		

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
Utilities Conservation Officer	2-17							•		
VD Control Officer	2-17							•		
Maneuver/Damage Control Officer	2-17							•		
Form Control & Records Management Officer	2-17							•		
Voting Officer	2-18							•		
Security Officer	2-18							•		
Repairs & Utilities Officer	2-19							•		
Self Help Officer	2-19							•		
Logistic Readiness Officer/NCO	2-19							•		
Crime Prevention Officer	2-19							•		
Unit Reenlistment NCO	2-19							•		
Duty Rosters	2-21	•	•							
Dental Examination	2-22	•	•							•
Change of Command	2-23	•								
Organization Day/Unit Day	2-24								•	
Week of the Bayonet	2-25							•		
Hearing Conservation Program	2-26	•								
Pay Day Activities	2-27	•						•	•	
Compensatory Time	2-28	•								•
Training Holidays	2-29	•								•
Barracks Cleaning	2-30	•	•	•	•	•	•		•	

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
Preparation of Sick Slip	2-31	•						•		
Wive's Day Program	2-32	•						•		
Weight Control Program	2-33	•								•
Reenlistment Program	2-34	•	•					•		•
Annual Personnel Records Audit	2-36	•	•						•	•
Defensive Driving Course	2-37							•		•
Self Help Program	2-38							•		•
Unit Mail	2-39							•		•
Morning Parade	2-42	•	•						•	•
Safety Program	2-44	•						•		
Logistic Readiness	2-46	•						•		
Supply Discipline	2-47	•	•	•	•	•	•			
Clothing Discipline	2-49	•						•		
Crime Prevention Program	2-52	•						•	•	
Leave and Earning Statement	2-54	•	•	•						
Letters of Indebtedness	2-55	•								•
Request for Leave	2-57	•								
Bar to Reenlistments	2-58	•								•
Human Relations Counsel (HRC)	2-59	•						•		•
Professional Bayonet Program	2-61	•	•				•			•
Enlisted Efficiency Reports & Ratings	2-63	•	•	•	•	•	•			
Security of Arms & Ammunition	2-66	•						•		•

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
Command Information	2-68	●								
Energy Conservation Management	2-69							●		●
Physical Security Program	2-70	●								●
Counsel of Individuals	2-71	●								
<u>INSPECTIONS/TESTS/EVALUATIONS</u>	2-72									
<u>INSPECTIONS</u>	2-73									
General Inspection (IG)	2-74	●							●	●
Command Inspection	2-77									
Formal Command Inspection	2-77	●	●	●	●	●	●		●	
Informal Command Inspection	2-77	●	●	●	●	●	●		●	
Technical Inspection	2-77								●	
Initial Inspection	2-77	●						●		●
In Process Inspection	2-77	●								
Final Inspection	2-78	●						●		
Spot Check Inspections	2-78	●								●
Miscellaneous Inspections	2-78	●	●	●	●	●	●		●	
Real Property Barracks Inspection	2-80	●	●	●	●	●	●		●	
<u>TESTS</u>	2-81									
Skill Qualification Test	2-82	●						●		●
Driver Testing and Licensing	2-83							●		●
Expert Field Medical Badge test	2-85	●								●
Expert Infantryman Badge Test	2-86	●								●

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
Nuclear, Biological, & Chemical Proficiency Test	2-87	•								•
Physical Fitness Test	2-88	•								
EVALUATIONS	2-89									
Crew Served Weapons Qualification	2-90	•								
Individual Weapons Qualification/ Familiarization	2-91	•								
Emergency Deployment Readiness Exercise	2-92	•							•	•
ARTEP Evaluations	2-93	•							•	•
TASKINGS/SUPPORT	2-96									
CDEC Support	2-98								•	•
Support Cycle	2-99								•	•
DETAILS	2-100									
Guard Duty	2-101							•	•	
Head Counter (Mess Hall)	2-104							•		
Reveille & Retreat Flag Detail	2-105							•		•
MAINTENANCE	2-106									
Maintenance Management	2-107	•								
Organizational Maintenance	2-109								•	
Motor Stables	2-111	•	•	•	•	•	•		•	
SCHOOLS	2-112									
Civilian Education Program	2-113	•								•
On-Duty Military Schools Program	2-114	•								
Unit Schools Program	2-115							•	•	

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
<u>TRAINING</u>	2-116									
PERSONAL KNOWLEDGE TRAINING	2-117									
Civil Disturbance Training	2-118	•							•	•
Geneva/Hague Convention	2-120								•	•
Instruction in Benefits of an Honorable Discharge	2-122	•						•		
Survival, Evasion, Resistance, and Escape (SERE) Training	2-123							•	•	•
Code of Conduct Training	2-126	•						•		•
Privacy Act	2-129	•						•		•
SAEDA Training	2-131	•						•		•
Military Justice Training	2-133									•
Race Relations and Equal Opportunity Program	2-134	•	•	•	•	•	•			•
Alcohol and Drug Abuse Program	2-136	•								•
Standards of Conduct	2-137							•		
Professional Development Program	2-138									•
TACTICAL/TECHNICAL TRAINING	2-139									
Training Week System (T-Week)	2-140	•	•	•	•	•	•		•	•
Physical Readiness Training Program	2-142	•						•		
Remedial Physical Training Readiness Program	2-144	•						•		•
Operations Security Training(OPSEC)	2-145	•						•		•
SQT Preparation Training	2-147	•	•	•	•	•	•		•	
Intelligence Training	2-148	•								•
Water Survival/Drownproofing	2-149	•		•	•	•		•		•

ACTIVITY	PAGE NUMBER	Company/Battery Commander	1SG	Plt Leader/Executive Officer	Plt Leader/Assistant XO	Platoon Sergeant	Section/Squad Leaders	Unspecified Officers/NCOs	Unit	Higher Headquarters
Battalion Training Management System	2-151									•
Training Management Workshop	2-151	•								•
Training Supervisor Workshop	2-151		•							•
Platoon Leader's Workshop	2-151			•	•	•				
Trainer's Workshop	2-151						•			
Remedial Training	2-152	•		•	•	•	•			
Training Management	2-153	•								•
Field Sanitation Teams	2-154	•						•		•
Amphibious Training	2-156							•	•	•
Small Arms Air Defense Training Program	2-157	•								•
NBC Defense Training	2-158	•						•		•
Deployment Training	2-162	•						•		•
Assault Drills	2-164	•					•			
Individual and Collective Training	2-165	•	•	•	•	•	•		•	
Mission Cycle	2-168	•							•	
Training Cycle	2-169	•							•	
Mission Support Cycle	2-170	•							•	
Nuclear Surety Program (PRP)	2-171	•								•
Signal Security (SIGSEC)	2-176	•								
Opposing Forces Program (OPFOR)	2-177	•								
Maintenance Training	2-178	•					•	•		
Driver Training	2-179	•								

ACTIVITY

DOCUMENT INDEX

Table 2-3 provides an easy reference matrix for identifying the various documents, materials and sources of information utilized in describing activities, missions, responsibilities, function and tasks and frequency.

Documents listings can be found in three areas:
1) under each activity, entitled "References"; 2) the document index; 3) the bibliography, which will also provide the complete title of the reference source and the date of publication.

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC	FORSCOM		DIVISION	
	Regula- tions	Circu- lars	Pam- phlets	FM's/ICS		Regula- tions	Circu- lars	Regula- tions	Circu- lars
Administration									
Various Additional Duties for Officers and NCO's				FM 25-2 Test					Misc. CABL Proce- dures Manual
Duty Rosters	220-45		1-2	FM 7-11 B/C					
Dental Examinations	40-3								CABL Proce- dures Manual
Change of Command								600-3	
Organization/Unit Day	870-5								350-19
Week of the Bayonet									350-19
Hearing Conservation Program	40-5								40-6
Pay Day Activities									350-19
Compensatory Time								350-1 Draft	350-19
Training Holidays								350-1 Draft	
Barracks Cleaning									Sche- dule of Calls CBL
Preparation of Sick Slip	600-6		1-2		Inf Co Cdr Handbook				

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC		FORSCOM		DIVISION		
	Regula- tions	Circu- lars	Pam- phlets	FM's/TC's			Regula- tions	Circu- lars	Regula- tions	Circu- lars	Misc.
Administration											
Wife's Day/Dependent Day Program										608-2	
Weight Control Program	600-9								Ft. Ord Suppl. 1 AR 600-9		
Reenlistment Program*	601-280		1-2	FM 25-2 Test							CABL
Annual Personal Records Audit											Ft. Ord Trng. Note#6
Defensive Driving Course									385-1		
Self Help Program									420-1		Bayonet Comman- dery's Guide
Unit Mail	65-75										
Morning Parade									350-1		
Safety Program	385-10 385-55 385-15								Ft. Ord Suppl. 1 AR 385-10 385-1		
Logistic Readiness	11-14										
Supply Discipline	735-11										
Clothing Discipline	700-84										

*ATOES 06155HFC10, 06165HFC10; Artillery; 07015HFC10 Infantry

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC	FORSCOM		DIVISION	
	Regulations	Circulars	Pamphlets	FM's/IC's		Regulations	Circulars	Regulations	Circulars
Administration									
Crime Prevention Program	190-31								Misc. Bayonet Cmdr's Guide
Leave & Earning Statement (Pay)									CRC#16 CABL
Letters of Indebtedness	600-4 600-15		1-2	FM 25-2 Test					CABL
Request for Leave	630-5		1-2	FM 25-2 Test					
Bar to Reenlistment	601-280		1-2	FM 25-2 Test					CABL
Human Relations Counsel								600-11	
Professional Bayonet Program								672-1	
Enlisted Efficiency Reports and Ratings	600-200		1-2						
Security of Arms and Ammunition	190-11					FORSCOM Suppl. to AR 690-11		Ft. Ord Suppl. to AR 190-11	
Command Information	360-81								
Energy Conservation Management	11-27							11-2	
Physical Security Program	190-15								
Counsel of Individuals									Command Suppl. to AR 67-78

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC		FORSCOM		DIVISION		
	Regula- tions	Circu- lars	Pam- phlets	FM's/TC's			Regula- tions	Circu- lars	Regula- tions	Circu- lars	Misc.
Inspections/Tests/Evaluation											
Inspections (General)	20-1			FM 25-2 Test						20-1	CBG # 5, 21
Real Property Barracks Inspection			1-2								
Skill Qualification Test			350-37 Draft				350-1			350-19	
Driver Testing & Licensing	385-55									600-2	
Expert Field Medical Badge Test	672-12 (Test)									350-19	
Expert Infantryman Badge Test	672-12 (Test)									350-19	
NBC Proficiency Test	220-58						350-1	350-8	350-1		
Physical Fitness Test	600-9						350-1	350-8	350-1	350-19	
Crew Served Weapons Qual/Fam	350-4						350-1	350-8			
Individual Weapons Qual/Fam	350-4						350-1	350-8	350-1 Draft	350-19	
Emergency Deployment Readiness Exercise							350-1	350-8	350-1 521-1	350-19	
Artep Evaluations*	350-1						350-1		350-6	350-19	

*Artep 6-165; Artep 7-15; Artep 6-105.

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC	FORSCOM		DIVISION	
	Regulations	Circulars	Pamphlets	FM's/TC's		Regulations	Circulars	Regulations	Circulars
Tasking, Support/Details									Misc.
CDEC Support									350-19
Support Cycle						350-1			350-19
Guard Duty				FM 22-6				210-1	
Headcounter (mess hall)				FM 25-2 Test					
Reveille and Retreat Flag Detail								840-1	
<u>Maintenance</u>									
Maintenance Management	750-1								
Organizational Maintenance	750-1								
Motor Stables	140-15							350-1 Draft	350-19
<u>Schools</u>									
Civilian Education								350-1	
On-Duty Military Schools						350-1		350-1	
Unit Schools Program						350-1		350-1	
									Ft. Ord Trng. Note #4

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC	FORSCOM		DIVISION		
	Regulations	Circulars	Pamphlets	FM's/TCS		Regulations	Circulars	Regulations	Circulars	Misc.
Training										
Civil Disturbance Training	350-7 350-1					350-1		350-1	350-19	
Geneva/Hague Convention	350-216 350-1					350-1		350-1	350-19	
Instruction in Benefits of an Honorable Discharge	350-21 350-1					350-1		350-1 (Draft)	350-19	
Survival, Evasion, Resistance, & Escape Training	350-1 350-225					350-1				
Code of Conduct Training	350-1 350-30					350-1		350-1	350-19	
Privacy Act Program	340-21							350-1	350-19	
SAEDA	381-12							350-1	350-19	
Military Justice	350-212 350-1					350-1		350-1	350-19	
Race Relations & Equal Opportunity	600-21 350-1					350-1		350-1	350-19	
Alcohol and Drug Abuse Program	600-85 350-1					350-1		350-1 40-1	350-19	
Standards of Conduct	600-50							350-1	350-19	
Professional Development Program								350-1 (Draft)	350-19	

TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC	FORSCOM		DIVISION	
	Regulations	Circulars	Pamphlets	FM's/TCs		Regulations	Circulars	Regulations	Circulars
Training, cont.									
Training Week System (T-Week)						350-1			Misc. Trng. Mat Sys 380-23
Physical Readiness Training Program	600-9					350-1		350-1 (Draft)	350-19
Remedial Physical Readiness Training Program	600-9							350-1	350-19
Operations Security (OPSEC)	530-1					350-1		530-1 350-1	350-19
SQT Preparation Training				TC 21-5-7		350-1		350-1 (Draft)	Ft. Ord Trng. Notes 18-16
Intelligence Training								350-1 (Draft) 530-1	350-19
Water Survival/Drownproofing Trng.	385-15			FM 21-20				350-1 (Draft)	350-19
Battalion Training Management System					*	350-1			LOI for BTMS
Remedial Training									Ft. Ord Trng. Note #6
Training Management	350-1			TC 21-5-7	*	350-1		350-1 (Draft) 350-1	350-19
Field Sanitation Team Training	40-5			TC 8-3				40-9	
Amphibious Training	350-26								

* Army Training Board Battalion Training Management System

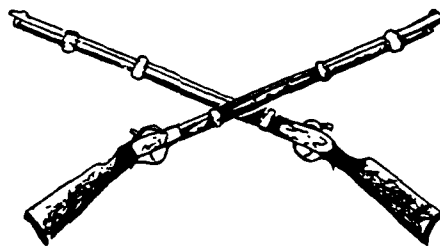
TABLE 2-3. DOCUMENT INDEX

	DEPARTMENT OF THE ARMY				TRADOC	FORSCOM		DIVISION		
	Regula- tions	Circu- lars	Pam- phlets	FM's/TCS		Regula- tions	Circu- lars	Regula- tions	Circu- lars	Misc.
Training, cont.										
Small Arms Air Defense Training Program						350-1		350-1 (Draft)		
NBC Defense Training								350-1 220-1 220-58	350-19	
Deployment Training								350-1 (Draft) 525-1	350-19	
Assault Drills										Pt.Ord Trng. Note#6
Individual & Collective Training	350-1			TC 21-5-7	*					
Mission Cycles						350-1			350-19	
Training Cycle						350-1			350-19	
Mission Support Cycle						350-1			350-19	
Nuclear Surety Program	50-5									
Signal Security (SIGSEC)						350-1		530-1		
Opposing Forces Program	350-2					350-1				

* Army Training Board Battalion Training Management System

[illegible]

INFANTRY



CHAPTER THREE. COMBAT MISSIONS, DUTIES, AND TASKS OF RIFLE AND COMBAT SUPPORT COMPANIES

INTRODUCTION

This chapter is divided into three major sections. The first section consists of the combat missions and responsibilities of Rifle and Combat Support Companies (CSC). Table 3-1 represents a consolidation of the specific elements and subelements within the Infantry Battalions: 2/17, 2/31, 2/32, 3/32, 6/31, 3/17 Light Infantry Battalions at Fort Ord California. Although all the companies are listed on the table, the Rifle and Combat Support Companies are of main concern for this report. Headquarters and Headquarters Company (HHC) are not described or illustrated.

Following Section I, in Figure 3-1, 3-2, and 3-3, the Infantry Battalions and Companies are represented by the organizational charts. These charts illustrate the Battalion elements and the Company subelements (HHC not shown).

The second section consists of a list of primary duties for 29 duty positions to be studied in Infantry companies (Table 3-2). Following the table, the duties of these selected positions are described. These duties were taken from Army Regulation 611-201 for enlisted personnel and from Army Regulation 611-101 for officers.

The third section contains the individual job tasks that are related to combat missions of the Rifle Company. These mission-related tasks were obtained from the Platoon Leader's Training Management Planning Book (ST 21-6-188-1) which is a document that identifies Soldier's Manual tasks that are required for the accomplishment of specific ARTEP missions. The task lists in this section are for the Rifle Company in the offense and defense.* Mission related tasks are for the Combat Support Company since the documentation did not include tasks for this type of unit.

* The job tasks do not necessarily relate directly to the duties within the second section. This lack of a complete correspondence between duties, missions, and tasks was due to different documents, and the approach taken in the report to provide quotes or paraphrased statements from the publications.

TABLE 3-1. STRUCTURE OF 2/17, 2/31, 2/32,
3/32, 6/31, 3/17 INFANTRY (LIGHT)

I. BATTALION STRUCTURE

- A. HHC (1 per Bn)
- B. Infantry Rifle Companies (3 per Bn)
- C. Combat Support Companies (1 per Bn)

II. STRUCTURE OF UNITS WITHIN THE INFANTRY BATTALION

A. Headquarters & Headquarters Company (HHC)

- (1) Company HQ
- (2) Battalion HQ Section
- (3) Bn Communications Platoon
- (4) Bn Support Platoon Headquarters
- (5) Transportation Section
- (6) Supply Section
- (7) HQ Company Mess Team
- (8) Company Mess Teams (4)
- (9) Bn Maintenance Platoon
- (10) Bn Medical Platoon HQ
- (11) Aid Station Section
- (12) Aidman Section
- (13) Evacuation Section

B. Infantry Rifle Companies

- (1) Headquarters Section
- (2) Rifle Platoon HQ (3)
- (3) Rifle Squads (9)
- (4) Weapons Platoon HQ
- (5) 81mm Mortar Squads (3)
- (6) 81mm Mortar Section HQ
- (7) Antitank Section HQ
- (8) Antitank Squads (2)

TABLE 3-1. STRUCTURE OF 2/17, 2/31, 2/32,
3/32, 6/31, 3/17 INFANTRY (LIGHT),
continued

C. Combat Support Companies

- (1) Headquarters Section
- (2) Scout Platoon HQ
- (3) Scout Sections (2)
- (4) Heavy Mortar Platoon HQ
- (5) Mortar Squads (4)
- (6) Antiarmor Platoon HQ
- (7) Antiarmor Sections (6)
- (8) Redeye Section HQ
- (9) Redeye Teams (5)

SECTION I. COMBAT MISSIONS OF RIFLE AND COMBAT SUPPORT COMPANIES

RIFLE COMPANY

The Rifle Companies of the 7th Infantry Division, Infantry Battalions are organized according to MTOE 07015HFC10 FC1079.

The primary combat mission of a rifle unit is to locate the enemy and destroy his fighting capability through the utilization of all available means; closing, as necessary, with the enemy by means of fire and maneuver to destroy or capture him, or to repel his assault by the use of all available fire power and counter-attack.

The Rifle Company is the basic tactical element of the Infantry-type battalion, and the Rifle Platoon with its squads is the basic tactical element of the Rifle Company. Every squad, platoon, and company is organized, equipped, and trained to use a variety of techniques to accomplish a mission based on the following general capabilities:*

- A. Closing with the enemy by means of fire and maneuver in order to destroy or capture him.
- B. Repelling enemy assault by fire, close combat, and (usually as part of a larger force) counter-attack.
- C. Providing a base-of-fire element and a maneuver element.
- D. Seizing and holding terrain.
- E. Maneuvering and fighting in all types of terrain and climates and in all types of warfare.
- F. Capitalizing on a variety of forms of mobility.
- G. Conducting parachute operations (Airborne Infantry), airmobile operations, and mechanized operations.
- H. Conducting independent operations for limited periods when suitably reinforced.
- I. Conducting special operations such as amphibious and riverine operations when provided with sufficient means.
- J. Providing limited anti-tank protection.
- K. Exploiting the effects of nuclear weapons and chemical munition.

* Because of the identical nature of their missions, no separate mission statement exists for the Rifle Platoons and Rifle Squads of a Rifle Company (e.g., offensive, defensive operations).

The Weapons Platoon is the combat support element of the Rifle Company. Its mission statements are not included in FM 7-10 and it is assumed that its sections' (mortar and anti-tank) mission statements are similar to those for the mortar and anti-tank platoons of the Combat Support Company described later in this chapter.

COMBAT SUPPORT COMPANY

CSCs are organized according to MTOE 07015HC10 FC1079. The CSC mission is to provide reconnaissance, ground surveillance, indirect fire support, anti-tank support, and limited air defense support for the Infantry Battalion of the Infantry Division.

The missions of the CSC platoons are described below.

Scout Platoon

Mission: The Scout Platoon conducts reconnaissance and security missions for the battalion. It has a limited capability for offensive/defensive and retrograde actions.

The mission of the Scout Platoon is to perform reconnaissance, provide limited security, and assist in controlling movements of the battalion, or its elements.

The Scout Platoon may be used to aid the Battalion in movement control when: (a) movement is directed upon short notice; (b) elements of the battalion are widely separated; and (c) movement is made during periods of reduced visibility.

The Scout Platoon can also be used to (a) conduct liaison; (b) provide contact parties; (c) act as a quartering party; (d) conduct limited pioneer and demolition work; (e) conduct chemical detection and radiological monitoring and survey operations; (f) participate in area damage control operations; (g) conduct patrols; and (h) establish road blocks. Assignment of these missions is based upon the type of operation being conducted by the Battalion.

Scout Platoon Sub-Elements

PLATOON HEADQUARTERS

Mission: No explicit mission identified.

SCOUT SECTIONS

Mission: No explicit mission identified.

Heavy Mortar Platoon

Mission: The Heavy Mortar Platoon's mission is to provide close and immediate fire support.

Heavy Mortar Platoon Sub-Elements

PLATOON HEADQUARTERS

No explicit mission statement for the Platoon Headquarters is stated other than the mission and responsibilities of the sub-elements listed below.

Forward Observation Section

Mission: The observers detect and locate targets, initiate a call for fire, and, if necessary, adjust fires.

Duties: The observer teams are to: (a) accompany the forward units and advise the commander of the supported units of the capabilities of the mortar; (b) request fires for the supported units, observe and adjust fires for the mortar platoon (they may request and adjust artillery fires through the mortar platoon FDC); (c) report all combat information; and (d) keep the FDC informed of the tactical situation and location of the supported unit.

Fire Direction Center

Mission: The FDC is the element of the indirect fire team which receives the call for fire from the FO or higher headquarters, determines firing data, and announces the resulting fire commands to the firing section. The FDC also determines and applies corrections to the standard firing table values in order to achieve accuracy in firing.

Mortar Section

The Mortar Section consists of four mortar squads.

MORTAR SQUADS

The mortar squads apply the firing data to the weapons and fire the weapons.

Anti-Tank Platoon (Anti-Armor Platoon in Fort Ord MTOE)

Mission: The primary mission of the Anti-Tank Platoon is to destroy enemy armored vehicles. The secondary mission is to engage other vehicles, crew-served weapons, fortified positions, and other point-type targets.

The primary mission of the Anti-Tank Platoon is to provide assault-anti-tank fire support for the Battalion. It's secondary mission is to provide other forms of fire support.

Depending on the situation, the elements of the platoon may be employed in general support, direct support, or an attached role. The platoon's mobility and communications enable it, or elements of it, to respond readily to tank threats throughout the battalion area.

The platoon's primary target is enemy armor. It may also engage bunkers, observation posts, vehicles, crew-served weapons, and similar targets in an assault-to-fire role, provided this does not interfere with the accomplishment of it's anti-tank role.

Anti-Tank Platoon Sub-Elements

PLATOON HEADQUARTERS

Mission: No explicit mission identified.

ANTI-ARMOR SECTIONS

Mission: No explicit mission identified.

Redeye Section

Mission: The air defense section is generally responsible for conduct of the air defense of the parent unit. This includes air defense using the Redeye System and staff supervision of Battalion in both passive air defense measures and use of non-air defense weapons against hostile aircrafts. A derivative responsibility is that of training and indoctrinating parent unit personnel in other matters.

The mission of the Redeye Section is to provide defense against low-flying enemy aircraft. The air defense section may be employed in general support of the Battalion or in direct support of specific subordinate elements, or in a combination of the two methods.

The primary mission of the Battalion Redeye Section is to provide Battalion and Company size units operating near the forward edge of the battle area with the capability of defense against low-flying hostile aircraft.

Redeye Teams may be employed in several ways: (a) all teams may defend a single asset; (b) one or more teams may defend a control or support activity, while other teams are placed in support of subordinate companies; and (c) all teams may be placed in support of subordinate companies.

Redeye Section Sub-Elements

SECTION HEADQUARTERS

The air defense section headquarters contains sufficient equipment to enable it to move, communicate, and effectively control its assigned or attached teams. In addition, the section headquarters contains equipment necessary to train the section personnel.

REDEYE TEAMS

Redeye Teams are equipped with sufficient equipment to enable them to communicate and fire at hostile targets.

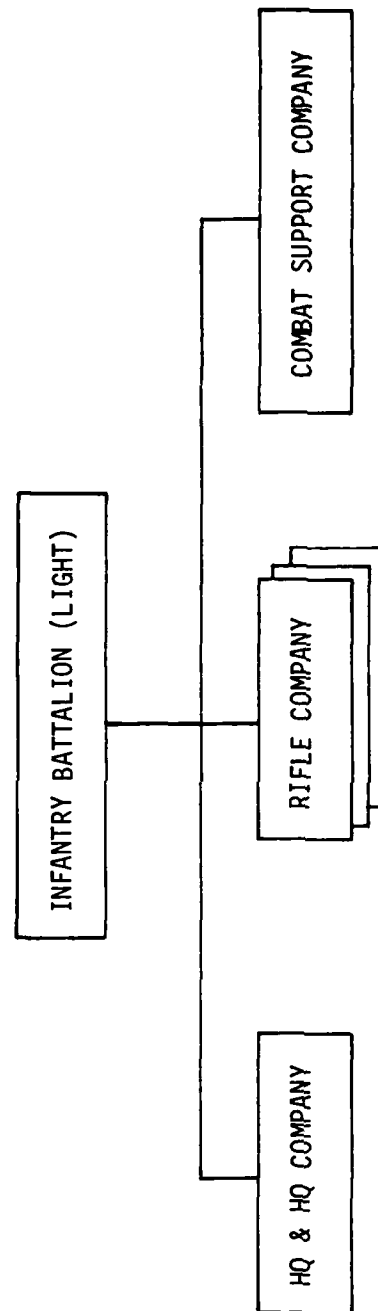


Figure 3-1. Light Infantry Battalion, Infantry Division

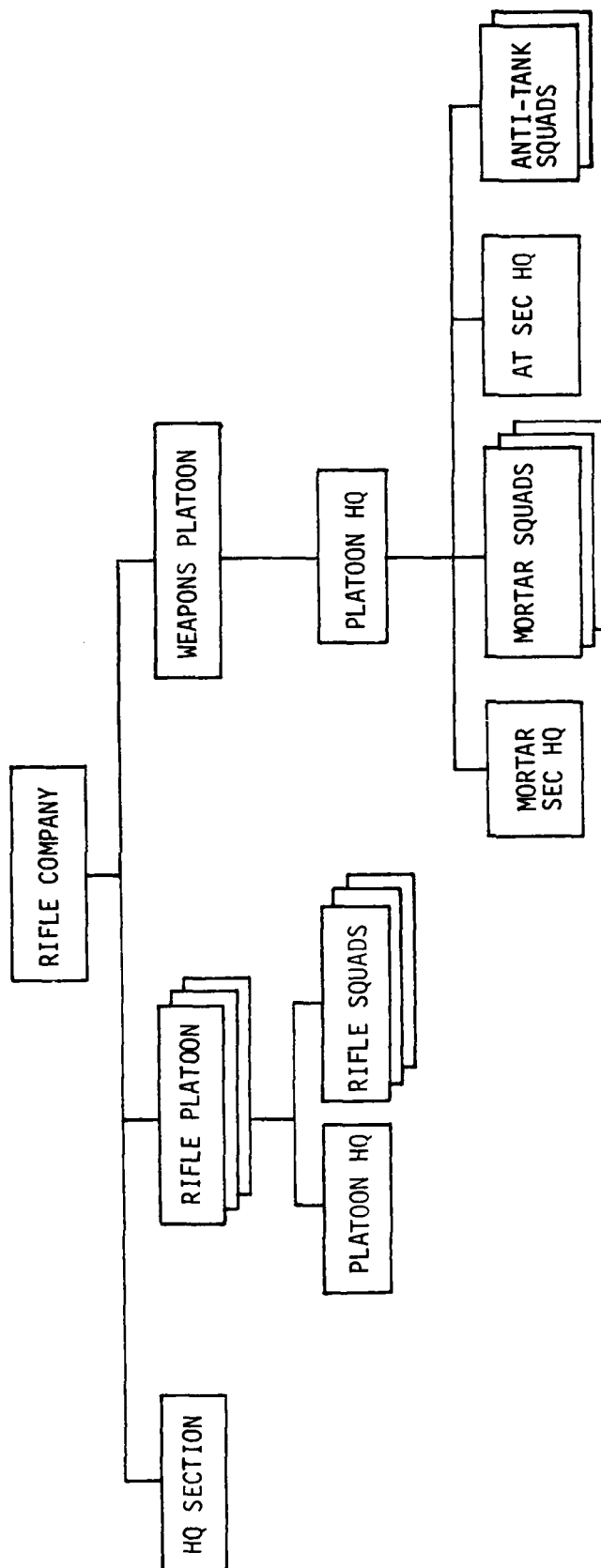


Figure 3-2. Rifle Company

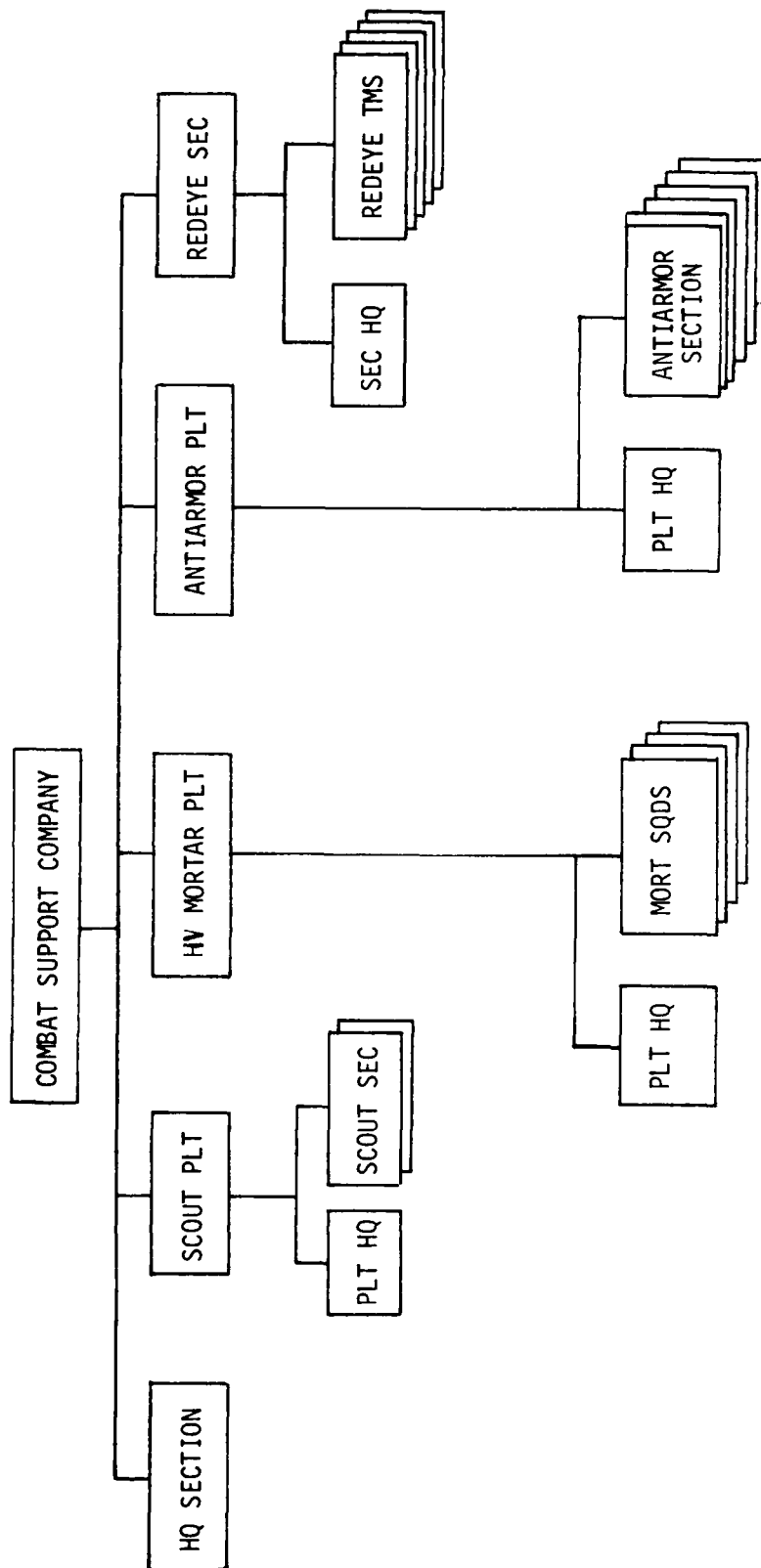


Figure 3-3. Combat Support Company

SECTION II. PRIMARY POSITIONS AND DUTIES

Table 3-2 lists the primary duty positions selected from Rifle and Combat Support Companies. Following this table, descriptions of these positions are given.

TABLE 3-2. SELECTED DUTY POSITIONS

INFANTRY NCOs

		<u>Page</u>
11B20	Team Leader (Rifle Company)	3-14
11B30	Squad Leader (CSC) Squad Leader (Rifle Company)	3-15
11B40	Platoon Sergeant (CSC) Platoon Sergeant (Rifle Company)	3-16
11B5M	First Sergeant (CSC) First Sergeant (Rifle Company)	3-17
11C20	Squad Leader (CSC) Squad Leader (Rifle Company)	3-18
11C30	Section Leader (Rifle Company) Fire Direction Chief (CSC)	3-19
11C40	Platoon Sergeant (CSC) Platoon Sergeant (Rifle Company)	3-20
11H20	Squad Leader (CSC) Squad Leader (Rifle Company)	3-21
11H30	Section Leader (CSC) Section Leader (Rifle Company)	3-22
11H40	Platoon Sergeant (CSC)	3-23
31V30	Tactical Communications Chief (CSC) Tactical Communications Chief (Rifle Company)	3-24
63B30	Motor Sergeant (CSC)	3-25
76Y30	Supply Sergeant (CSC) Supply Sergeant (Rifle Company)	3-26

INFANTRY OFFICERS

11B00	Company Commander (CSC) Company Commander (Rifle Company) Executive Officer (CSC) Executive Officer (Rifle Company) Platoon Leader (CSC) Platoon Leader (Rifle Company)	3-27
-------	--	------

TEAM LEADER (MOS 11B20) E5

1. Leads Infantry Fire Team in combat operations.
2. Processes intelligence and operations data.
3. Receives and implements combat orders.
4. Directs deployment of personnel in offensive, defensive, and retrograde operations.
5. Evaluates terrain, selects weapons emplacement sites, and assigns target areas and field of fire.
6. Requests, observes, and adjusts supporting fires.
7. Supervises construction of hasty fortifications.
8. Supervises receipt, storage, and issue of ammunition.
9. Records operational information on maps. (Indicates location, strength, tactical deployment, and emplacement of enemy and friendly units.)
10. Reads and interprets maps and aerial photos.
11. Reproduces, distributes, and files operations, intelligence, administrative, and unit training documents, orders, and publications.
12. Trains subordinate personnel.

REFERENCES: Army Regulation 611-201.

SQUAD LEADER (MOS 11B30) E6

1. Leads infantry squad in combat operations.
2. Receives and issues orders.
3. Supervises tactical deployment of element in offensive, defensive, and retrograde operations.
4. Coordinates action of element with adjacent and supporting elements.
5. Controls execution of tactical mission.
6. Coordinates organic and supporting fire power.
7. Leads and participates in patrols.
8. Ensures collection and proper reporting of intelligence data to unit and responsible staff sections.
9. Assists joint operations center for air/ground operations activities at battalion or higher level headquarters.
10. Supervises various work details.

REFERENCES: Army Regulation 611-201.

PLATOON SERGEANT (MOS 11B40) E7

1. Supervises infantry platoon in combat operations.
2. Processes operations and intelligence information.
3. Assists in planning, organizing, directing, supervising, training, coordinating, and reporting activities of subordinate sections and squads.
4. Supervises receipt, storage, and distribution of ammunition, supplies, equipment, and food to subordinate elements.
5. Collects offensive and defensive intelligence information for development of infantry combat operations.
6. Supervises and trains personnel in infantry operations and intelligence activities.
7. Assists in collection, evaluation, and interpretation of intelligence information.
8. Assists in dissemination of intelligence information to unit and staff sections.
9. Assists in coordination and implementation of combat operations, training programs, administrative matters, and communication activities.
10. Assists in production and administration of staff journals, files, records, and reports.
11. Assists in organization and operation of the tactical operations center.

REFERENCES: Army Regulation 611-201.

FIRST SERGEANT (MOS 11B5M) E8

1. Serves as principal noncommissioned officer in an Infantry Company.
2. Supervises personnel performing the duties of Infantryman (11B40), Indirect Fire Infantryman (11C40), or Heavy Antiarmor Weapons Crewman (11H40).
3. Supervises the processing of operations and intelligence information in an Infantry Battalion or higher level unit.
4. Performs principal noncommissioned officer duties associated with SQT "M".
5. Plans, coordinates, and supervises activities pertaining to organization, training, combat operations, and combat intelligence activities of units at Battalion or higher levels.

REFERENCES: Army Regulation 611-201.

SQUAD LEADER (MOS 11C20) E5

1. Leads mortar squad.
2. Computes firing data in Fire Direction Center.
3. Requests and adjusts indirect fire.
4. Reacts to fire requests, fire orders, and fire commands.
5. Directs mortar fire to destroy enemy personnel, weapons, and equipment.
6. Adjusts fire using target grid method.
7. Requests and adjusts supporting fires.
8. Establishes observation posts.
9. Measures angles using mil relationships formula, field glasses, or map.
10. Supervises crew readiness, drill, march order, firing.
11. Selects and controls gun employment, lay, fortification, camouflage, and security.
12. Supervises selection and storage of ammunition.
13. Trains crew in day and night firing techniques.
14. Receives and issues orders.
15. Supervises various work details.

REFERENCES: Army Regulation 611-201.

SECTION LEADER (MOS 11C30) E6
FIRE DIRECTION CHIEF

1. Leads mortar section.
2. Supervises tactical deployment of element in offensive, defensive, and retrograde operations.
3. Coordinates firing activities in support of Infantry.
4. Conducts surveys to determine weapon location for effective fire.
5. Selects sites for tactical emplacement and employment of assigned weapons.
6. Evaluates terrain and assigns targets.
7. Supervises fire direction activities.
8. Verifies firing data computations.

REFERENCES: Army Regulation 611-201.

PLATOON SERGEANT (MOS 11C40) E7

1. Supervises the activities of the platoon.
2. Assists in planning, organizing, directing, supervising, training, coordinating, and reporting activities of subordinate sections and squads.
3. Supervises receipt, storage, and distribution of ammunition, supplies, equipment, and food to subordinate elements.
4. Supervises training and maintenance of weapons.

REFERENCES: Army Regulation 611-201.

SQUAD LEADER (11H20) E5

1. Leads a heavy antiarmor weapons squad (TOW) in combat operations.
2. Receives and implements combat orders.
3. Directs employment of personnel in offensive, defensive, and retrograde combat operations.
4. Evaluates terrain, selects weapons emplacement sites, and assigns target areas and fields of fire.
5. Directs and adjusts fires to destroy enemy targets.
6. Supervises construction of fortifications, camouflage, and security.
7. Reads and interprets maps and aerial photos.
8. Prepares range cards and field sketches.
9. Supervises crew training, drill, march order, and firing.
10. Trains crew in day and night firing techniques.
11. Supervises various work details.

REFERENCES: Army Regulation 611-201.

SECTION LEADER (MOS 11H30) E6

1. Leads heavy antiarmor weapons section in combat operations.
2. Receives and issues orders.
3. Supervises tactical deployment of section.
4. Supervises receipt, storage, and distribution of ammunition, supplies, and food.
5. Establishes observation post.
6. Orders fire to destroy enemy equipment, positions, and personnel.
7. Observes and shifts section fires.
8. Advises on tactical situation.
9. Requests and adjusts supporting fires.
10. Coordinates weapons/vehicle employment.
11. Supervises maintenance of section weapons and equipment.
12. Instructs replacement personnel.
13. Enforces communication procedures.
14. Employs weapons to maximize the capabilities of weapons.
15. Employs weapons to take advantage of available terrain.

REFERENCES: Army Regulation 611-201.

PLATOON SERGEANT (MOS 11H40) E7

1. Supervises heavy antiarmor weapons platoon in combat operations.
2. Assists in planning, organizing, directing, supervising, training, coordinating, and reporting activities of subordinate sections and squads.
3. Advises commander on tactical employment of weapons system.
4. Assists in coordination and implementation of training programs, administrative matters, and communications activities.

REFERENCES: Army Regulation 611-201.

TACTICAL COMMUNICATION CHIEF (MOS 31V30) E6

Supervises the installation, operational maintenance of radio and wire communications systems, frequency modulated radio nets, air/ground radio sets and radio teletypewriter sets.

1. Participates in reconnaissance for selection of locations for communications facilities.
2. Determines requirements, assigns duties and coordinates activities of communications personnel in employment of wire, radio, messenger, visual, and sound communications.
3. Ensures communications equipment for serviceability and coordinates organizational maintenance of equipment.
4. Conducts training programs for unit personnel in communications, operations procedures, and maintenance practices.
5. Supervises tactical communications operating activities.
6. Advises the commander and staff on communications matters.
7. Supervises communications center cryptographic operations applicable to assigned unit.

REFERENCES: Army Regulation 611-201.

MOTOR SERGEANT (MOS 63B30) E6

Supervises organizational maintenance on wheeled vehicles, materials handling, equipment, tactical power generation equipment, and upkeep of hand and power tools.

1. Establishes shop practices to efficiently repair all types of wheeled vehicles and upkeep of hand and power tools.
2. Plans and organizes work schedules.
3. Assigns duties and performs operational administrative duties.
4. Instructs and supervises lower skilled personnel in appropriate maintenance practices and procedures.
5. Applies production and quality control principles and procedures to maintenance operation.
6. Requisitions spare parts, tools, and supplies.

REFERENCES: Army Regulation 611-201.

SUPPLY SERGEANT (MOS 76Y30) E6

Supervises personnel involved in large supply activity.

1. Performs supervision and management duties of preceeding levels of skills.
2. Trains personnel for and supervises external load rigging for rotary wing aircraft.
3. Assists in development of equipment requirements.

REFERENCES: Army Regulation 611-201.

LIGHT INFANTRY OFFICER (MOS 11B00)
[Company Commander (03), Executive Officer (02),
Platoon Leader (02)]

Commands or assists the Commander in commanding a Light Infantry Unit.

1. Encompasses positions concerned with the tactical employment of Infantry or Mechanized Infantry units.
2. Evaluates intelligence, estimates situations, and formulates decisions.
3. Coordinates employment of unit with other units.
4. Commands attached elements.
5. Directs communications, location and construction of Infantry positions and ground obstacles, and camouflaging of positions and equipment.
6. Directs operation and employment of Infantry weapons and equipment such as rifles, machineguns, mortars, handgrenades, rocket launchers, recoilless rifles, and armored personnel carriers.
7. Directs training, administration, supply, maintenance, transportation, and security activities of unit.

REFERENCES: Army Regulation 611-101.

SECTION III. JOB TASKS RELATED TO COMBAT MISSIONS OF THE RIFLE COMPANY

The primary combat mission of a Rifle unit is to locate the enemy and destroy his fighting capability through the utilization of all available means; closing, as necessary, with the enemy by means of fire and maneuver to destroy or capture him, or to repel his assault by the use of all available fire power and counter-attack.

The Rifle Company is the basic tactical element of the Infantry-type Battalion, and the Rifle Platoon, with its squads, is the basic tactical element of the Rifle Company. Every squad, platoon, and company is organized, equipped, and trained to use a variety of techniques to accomplish a mission based on the following general capabilities.

1. Closing with the enemy by means of fire and maneuver in order to destroy or capture him.
2. Repelling enemy assault by fire, close combat, and (usually as part of a larger force) counterattack.
3. Providing a base-of-fire element and a maneuver element.
4. Seizing and holding terrain.
5. Maneuvering and fighting in all types of terrain and climates and in all types of warfare.
6. Capitalizing on a variety of forms of mobility.
7. Conducting parachute operations (Airborne Infantry), air-mobile operations, and mechanized operations.
8. Conducting semi-independent patrols, ambushes, and raids.
9. Conducting independent operations for limited periods when suitably reinforced.
10. Conducting special operations such as amphibious and riverine operations when provided with sufficient means.
11. Providing limited antitank protection.
12. Exploiting the effects of nuclear weapons and chemical munitions.

Comment: Documentation of Soldier's Manual tasks relating to combat activities of a Rifle Company as a whole was not found. Only those tasks performed by a Rifle Platoon and a Rifle Squad were documented. The numbers following some task statements are Soldier's Manual task numbers.

PLATOON LEADER

1. ACTIVITY: Platoon Movement to Contact/Meeting Engagement. The platoon must develop the situation and take the appropriate action, e.g., fight through or fix enemy and request support. .

- A. Consolidate/reorganize platoon following enemy contact (B5511).
- B. Prepare/issue oral platoon offense order (B5625).
- C. Determine/implement platoon movement techniques when not in contact with the enemy (B5630).
- D. Determine/direct fire and maneuver of platoon against an enemy position (B5635).
- E. Issue warning order.
- F. Coordinate/preplan supporting fires.
- G. Request/adjust indirect fires (A1501).
- H. Decide to fight through or request assistance.

2. ACTIVITY: Rifle Platoon Raid. The platoon makes proper use of preplanned fires and accomplishes the raid without sustaining excessive casualties.

- A. Consolidate/reorganize platoon following enemy contact (B5511).
- B. Prepare/issue oral platoon offense order (B5625).
- C. Determine/implement platoon movement techniques when not in contact with the enemy (B5630).
- D. Determine/direct fire and maneuver of platoon against an enemy position (B5635).
- E. Issue warning order.
- F. Estimate the situation using METT.

PLATOON LEADER

- G. Preplan and coordinate indirect supporting fires.
- H. Request additional equipment as necessary.
- I. Conduct map reconnaissance.
- J. Conduct rehearsal, if possible.
- K. Select a movement route using a map.

3. ACTIVITY: Rifle Platoon Reconnaissance Patrol. The only responsibilities that were found are listed below.

- A. Consolidate/reorganize platoon following enemy contact (B5511).
- B. Prepare/issue oral platoon offense order (B5625).
- C. Determine/implement platoon movement techniques when not in contact with the enemy (B5630).
- D. Determine/direct fire and maneuver of platoon against an enemy position (B5635).
- E. Receive oral order (from S2).
- F. Issue warning order.
- G. Estimate situation (METT).
- H. Request additional equipment.
- I. Coordinate supporting fires.
- J. Coordinate passage of lines.
- K. Organize platoon for patrol.
- L. Prepare/issue patrol order.
- M. Conduct rehearsal.
- N. Report essential elements of information (EEI).
- O. Disseminate EEI to patrol members.
- P. Select rally points.

PLATOON LEADER

4. ACTIVITY: Rifle Platoon Antitank Ambush. The only responsibilities that were located are listed below.

- A. Consolidate/reorganize platoon following enemy contact (B5511).
- B. Prepare/issue oral platoon offense order (B5625).
- C. Determine/implement platoon movement techniques when not in contact with the enemy (B5630).
- D. Determine/direct fire and maneuver of platoon against an enemy position (B5635).
- E. Receive company OPORD.
- F. Issue warning order.
- G. Estimate situation (METT).
- H. Request additional equipment/ammunition.
- I. Coordinate passage of lines.
- J. Coordinate supporting fires.
- K. Conduct leader's reconnaissance.
- L. Issue platoon ambush OPORD.
- M. Select armor kill zones.
- N. Select rally points.
- O. Initiate ambush.
- P. Conduct search (if time/situation allows).
- Q. Call for/adjust indirect fire using the creeping method (A1502).
- R. Select a movement route using a map (A0515).
- S. Install a hasty protective minefield (B4508).
- T. Direct platoon fires in the defense (B5780).

PLATOON LEADER

5. ACTIVITY: Rifle Platoon Defense of a Built-Up Area. The platoon will occupy the sector and organize to maximize the effectiveness of friendly fire power and to minimize exposure and vulnerability to fire and maneuver.

- A. Call for/adjust indirect fire using the creeping method (A1502).
- B. Direct installation of a hasty protective minefield.
- C. Prepare/issue an oral platoon defensive operations order (B5750).
- D. Designate primary, alternate, and supplementary fighting positions for crew served weapons (B5761).
- E. Prepare a platoon defensive fire plan (B5270).
- F. Coordinate with adjacent platoons (B5775).
- G. Direct platoon fires in the defense (B5780).
- H. Issue warning order.
- I. Estimate of the situation (METT).
- J. Conduct leaders reconnaissance.
- K. Request additional equipment including engineer support as necessary.
- L. Preplan/coordinate indirect fires.

6. ACTIVITY: Rifle Platoon Defense Against Aircraft. Platoon members observe the aircraft, assume correct firing positions, and engage the aircraft.

- A. Call for/adjust indirect fire using the creeping method (A1501).
- B. Direct installation of a hasty protective minefield.
- C. Prepare/issue an oral platoon defensive operations order (B5750).

PLATOON LEADER

- D. Designate primary, alternate, and supplementary fighting positions for crew served weapons (B5761).
 - E. Prepare a platoon defensive fire plan (B5270).
 - F. Coordinate with adjacent platoons (B5775).
 - G. Direct platoon fires in the defense (B5780).
 - H. Assign sectors of fire.
 - I. Decide whether or not to engage aircraft targets.
7. ACTIVITY: Rifle Platoon Defense. The platoon will organize a defensive position to maximize the effectiveness of friendly fire power and minimize exposure and vulnerability to enemy fire and maneuver.
- A. Call for/adjust indirect fire using the creeping method (A1502).
 - B. Direct installation of a hasty protective minefield.
 - C. Prepare/issue an oral platoon defensive operations order (B5750).
 - D. Designate primary, alternate, and supplementary fighting positions for crew served weapons (B5761).
 - E. Prepare a platoon defensive fire plan (B5270).
 - F. Coordinate with adjacent platoons (B5775).
 - G. Direct platoon fires in the defense (B5780).
 - H. Receive company order.
 - I. Issue platoon warning order.
 - J. Estimate the situation using METT.
 - K. Conduct leader's reconnaissance.
 - L. Request additional equipment as needed.
 - M. Employ sensors as required.

PLATOON LEADER

8. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book.

SQUAD LEADER

1. ACTIVITY: Platoon Movement to Contact/Meeting Engagement. The platoon must develop the situation and take the appropriate action, e.g., fight through or fix enemy and request support.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5510).
- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).
- F. Determine and direct fire and maneuver of light infantry squad against enemy position (B5611).
- G. Control the employment of a squad M72A2 LAW (B2205).

2. ACTIVITY: Rifle Platoon Raid. The platoon makes proper use of preplanned fires and accomplishes the raid without sustaining excessive casualties.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5510).
- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).
- F. Determine and direct fire and maneuver of light infantry squad against an enemy position.

SQUAD LEADER

3. ACTIVITY: Rifle Platoon Reconnaissance Patrol. The only responsibilities that were located are listed below.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5510).
- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).
- F. Request/control medical air evacuation of casualties (A0075).
- G. Organize squad for patrol.
- H. Identify special equipment requirements.
- I. Conduct tactical inspections.

4. ACTIVITY: Rifle Platoon Antitank Ambush. The only responsibilities that were found are listed below.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5610).
- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).
- F. Control employment of squad's M72A2 LAWs (A2020).
- G. Record standard pattern/hasty protective minefield (B4507).
- H. Supervise preparation of squad defensive positions (B5701).
- I. Designate primary fighting positions for squad members (B5710).
- J. Direct squad fires in the defense (B5725).

SQUAD LEADER

5. ACTIVITY: Rifle Platoon Defense of a Built-Up Area. The platoon will occupy the sector and organize to maximize the effectiveness of friendly fire power and to minimize exposure and vulnerability to fire and maneuver.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Control employment of a squad's M72A2 LAWs (B2205).
- D. Prepare/issue oral squad operations order (B5505).
- E. Consolidate/reorganize squad following enemy contact (B5510).
- F. Supervise preparation of squad defensive positions (B5701).
- G. Designate primary fighting positions for squad member (B5210).
- H. Designate alternate and supplementary positions for squad members (less crew served weapon) (B5711).
- I. Prepare a squad defensive sector sketch (B5720).
- J. Direct squad fires in the defense (B5725).
- K. Determine and direct fire and maneuver of light infantry squad against an enemy position (B5611).
- L. Record standard pattern and hasty protective minefield (B4507).

6. ACTIVITY: Rifle Platoon Defense Against Aircraft. Platoon members observe the aircraft, assume correct firing positions, and engage the aircraft.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Control employment of a squad's M72A2 LAW (B2205).

SQUAD LEADER

- D. Prepare/issue oral squad operations order (B5505).
- E. Consolidate/reorganize squad following enemy contact (B5510).
- F. Supervise preparation of squad defensive positions (B5701).
- G. Designate primary fighting positions for squad members (B5710).
- H. Designate alternate and supplementary positions for squad members (less crew served weapons) (B5711).
- I. Prepare a squad defensive sector sketch (B5720).
- J. Direct squad fires in the defense (B5725).

7. ACTIVITY: Rifle Platoon Defense. The platoon will organize a defensive position to maximize the effectiveness of friendly fire power and minimize exposure and vulnerability to enemy fire and maneuver.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Control employment of a squad's M72A2 LAWS (B2205).
- D. Prepare/issue oral squad operations order (B5505).
- E. Consolidate/reorganize squad following enemy contact (B5510).
- F. Supervise preparation of squad defensive positions (B5701).
- G. Designate primary fighting positions for squad member (B5710).
- H. Designate alternate and supplementary positions for squad members (less crew served weapons) (B5711).
- I. Prepare a squad defensive sector sketch (B5720).
- J. Direct squad fires in the defense (B5725).
- K. Record standard pattern and hasty protective minefields (B4507).

SQUAD LEADER

8. ACTIVITY: Rifle Squad Move to Contact/Meeting Engagement. The squad must develop the situation and take appropriate action to eliminate the enemy force without sustaining excessive casualties and be prepared to assume a new mission on order.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5510).
- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).
- F. Determine and direct fire and maneuver of light infantry squad against an enemy position (B5611).
- G. Control the employment of the squad's M72A2 LAWs (B2205).
- H. Estimate the situation using METT.
- I. Issue warning order.
- J. Conduct tactical inspections.
- K. Preplan/coordinate indirect fires.
- L. Coordinate with friendly unit (B5775).
- M. Decide to fight through or request assistance.

9. ACTIVITY: Rifle Squad Ambush Patrol. The squad must move undetected into the ambush site, achieve surprise, and place an effective volume of fire on the enemy without sustaining excessive casualties.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5510).

SQUAD LEADER

- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).
- F. Estimate situation (METT).
- G. Issue warning order.
- H. Coordinate passage of lines.
- I. Coordinate supporting fires.
- J. Organize squad into search and support teams.
- K. Conduct tactical inspections.
- L. Conduct as-you-were select rally points.
- M. Conduct rehearsal.
- N. Conduct leaders reconnaissance.
- O. Select actual ambush position.
- P. Initiate ambush.
- Q. Supervise handling of POWs.
- R. Request/control medical air evacuation of casualties (A0075).

10. ACTIVITY: Rifle Squad Reconnaissance Patrol. The squad members accurately report required information, e.g., enemy size and activity.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Prepare/issue an oral squad operations order (B5505).
- D. Consolidate/reorganize squad following enemy contact (B5510).
- E. Determine/implement light infantry squad movement techniques when not in contact with the enemy (B5610).

SQUAD LEADER

- F. Request/control medical air evacuation of casualties (A0075).
- G. Estimate situation (METT).
- H. Organize squad for patrol.
- I. Identify special equipment requirements.
- J. Conduct tactical inspections.
- K. Conduct rehearsal.
- L. Preplan/coordinate indirect fires.
- M. Designate rally points.
- N. Coordinate passage of lines for departure and return.

11. ACTIVITY: Rifle Squad Forced March Live Fire. All squad members with weapons, ammunition, and equipment must complete the forced march in specified time and complete the specified firing exercise.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Control employment of a squad's M72A2 LAWs (B2205).
- D. Prepare/issue oral squad operations order (B5505).
- E. Consolidate/reorganize squad following enemy contact (B5510).
- F. Supervise preparation of squad defensive positions (B5701).
- G. Designate primary fighting positions for squad member (B5710).
- H. Designate alternate and supplementary positions for squad members (less crew served weapon) (B5711).
- I. Prepare a squad defensive sector sketch (B5720).
- J. Direct squad fires in the defense (B5725).

SQUAD LEADER

- K. Designate primary, alternate, and supplementary fighting positions for crew-served weapons (B5761).
- L. Organize squad for forced march.
- M. Distribute equipment among squad.
- N. Conduct tactical inspection of personnel/equipment.
- O. Issue warning order.

12. ACTIVITY: Rifle Squad Defense of a Built-Up Area. The squad position(s) must be occupied and organized to optimize the effectiveness of friendly fire power and to minimize exposure and vulnerability to enemy fire and maneuver.

- A. Analyze terrain using OCOKA (A0820).
- B. Prepare/operate squad radio (B0932).
- C. Control employment of a squad's M72A2 LAWs (B2205).
- D. Prepare/issue oral squad operations order (B5505).
- E. Consolidate/reorganize squad following enemy contact (B5510).
- F. Supervise preparation of squad defensive positions (B5701).
- G. Designate primary fighting positions for squad member (B5710).
- H. Designate alternate and supplementary positions for squad members (less crew served weapon) (B5711).
- I. Prepare a squad defensive sector sketch (B5720).
- J. Direct squad fires in the defensive (B5725).
- K. Establish a listening post/observation post (LP/OP).
- L. Determine and direct fire and maneuver of light infantry squad against an enemy position (B4507).

SQUAD LEADER

- M. Record standard pattern and hasty protective minefield (B4507).
- N. Issue warning order.
- O. Estimate of situation (METT).
- P. Conduct leader's reconnaissance.
- Q. Request additional equipment.
- R. Coordinate with adjacent units (B5775).
- S. Organize platoon into clear and search teams.
- T. Preplan/coordinate direct and indirect fire.

13. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book; Field Manual 7-11B; Field Manual 7-11C.

TEAM LEADER

1. ACTIVITY: Platoon Movement to Contact/Meeting Engagement. The platoon must develop the situation and take the appropriate action, e.g., fight through or fix enemy and request support.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).
- C. Control fire team movement (B5605).
- D. Call for/adjust indirect fire using grid coordinate method of target location and bracketing method of adjustment (A1501).
- E. Select fire team overwatch position (B5606).
- F. Determine a location on the ground (A1005).

2. ACTIVITY: Rifle Platoon Raid. The platoon makes proper use of preplanned fires and accomplishes the raid without sustaining excessive casualties.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).
- C. Control fire team movement (B5605).
- D. Determine distance while moving between two points on the ground (A1007).
- E. Orient a map using a compass (A1011).
- F. Select fire team overwatch positions.

3. ACTIVITY: Rifle Platoon Reconnaissance Patrol. The only responsibilities that were located are listed below.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).

TEAM LEADER

- C. Control fire team movement (B5605).
- D. Enforce noise, light, and litter discipline (A0807).
- E. Determine distance while moving between two points on the ground (A1007).
- F. Orient a map using a compass (A1011).

4. ACTIVITY: Rifle Platoon Antitank Ambush. The only responsibilities that were located are listed below.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).
- C. Control fire team movement (B5605).
- D. Supervise construction of a rifleman's defensive position (A0707).
- E. Enforce noise, light, and litter discipline (A0807).
- F. Emplace/recover field expedient warning devices (A0809).
- G. Emplace/recover pyrotechnic early warning device (A0810).
- H. Emplace/recover electronic anti-intrusion devices (A0811).
- I. Install/recover mechanical ambush (B4506).
- J. Supervise subordinates (A5305).
- K. Organize tank hunter/killer team (B5801).
- L. Employ tank hunter/killer team (B5802).

5. ACTIVITY: Rifle Platoon Defense of a Built-Up Area. The platoon will occupy the sector and organize to maximize the effectiveness of friendly fire power and to minimize exposure and vulnerability to fire and maneuver.

- A. Control rate/distribution of fire (B5501).

TEAM LEADER

- B. Supervise/evaluate construction of rifleman's defensive position (A0707).
- C. Enforce noise, light, and litter discipline (A0807).
- D. Emplace/recover pyrotechnic early warning devices (A0810).
- E. Emplace/recover electronic anti-intrusion devices (A0811).
- F. Select fire team overwatch positions (B5606).
- G. Control fire team movement (B5605).

6. ACTIVITY: Rifle Platoon Defense Against Aircraft. Platoon members observe the aircraft, assume correct firing positions and engage the aircraft.

- A. Control rate/distribution of fire (B5501).
- B. Supervise/evaluate construction of rifleman's defensive position (A0707).

7. ACTIVITY: Rifle Platoon Defense. The platoon will organize a defensive position to maximize the effectiveness of friendly fire power and minimize exposure and vulnerability to enemy fire and maneuver.

- A. Control rate/distribution of fire (B5501).
- B. Supervise/evaluate construction of rifleman's defensive position (A0707).
- C. Call for/adjust indirect fire using grid coordinate method of target location and bracketing method of adjustment (A1501).
- D. Enforce noise, light, and litter discipline (A0807).
- E. Emplace/recover field expedient warning devices (A0809).
- F. Emplace/recover pyrotechnic early warning devices (A0819).
- G. Emplace/recover electronic anti-instrusion devices (A0811).

TEAM LEADER

8. ACTIVITY: Rifle Squad Move to Contact/Meeting Engagement. The squad must develop the situation and take appropriate action to eliminate the enemy force without sustaining excessive casualties and be prepared to assume a new mission on order.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).
- C. Control fire team movement (B5605).
- D. Select fire team overwatch positions (B5606).
- E. Determine a location on the ground (A1005).

9. ACTIVITY: Rifle Squad Ambush Patrol. The squad must move undetected into the ambush site, achieve surprise, and place an effective volume of fire on the enemy without sustaining excessive casualties.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).
- C. Control fire team movement (B5605).
- D. Enforce noise, light, and litter discipline (A0807).
- E. Determine distance while moving between two points on the ground (A1007).
- F. Orient a map using a compass (A1011).
- G. Install/recover a mechanical ambush (B4506).

TEAM LEADER

10. ACTIVITY: Rifle Squad Reconnaissance Patrol. The squad members accurately report required information, e.g., enemy size and activity.

- A. Navigate from one point on the ground to another point (A1006).
- B. Control rate and distribution of fire (B5501).
- C. Control fire team movement (B5605).
- D. Enforce noise, light, and litter discipline (A0807).
- E. Determine distance while moving between two points on the ground (A1007).
- F. Orient a map using a compass (A1011).

11. ACTIVITY: Rifle Squad Forced March Live Fire. All squad members with weapons, ammunition, and equipment must complete the forced march in specified time and complete the specified firing exercise.

- A. Control rate/distribution of fire (B5501).
- B. Supervise/evaluate construction of rifleman's defensive position (A0707).

12. ACTIVITY: Rifle Squad Defense of a Built-Up Area. The squad position(s) must be occupied and organized to optimize the effectiveness of friendly fire power and to minimize exposure and vulnerability to enemy fire and maneuver.

- A. Control rate/distribution of fire (B5501).
- B. Supervise/evaluate construction of rifleman's defensive position (A0707).
- C. Select fire team overwatch positions (B5606).
- D. Install/recover a mechanical ambush (A4501).
- E. Emplace/recover anti-intrusion devices (A0811).
- F. Emplace/recover pyrotechnic early warning devices (A0810).
- G. Enforce noise, light, and litter discipline (A0807).

13. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book; Field Manual 7-11B; Field Manual 7-11C.

JOB TASKS RELATED TO
COMBAT MISSIONS OF THE COMBAT SUPPORT COMPANY

1. ACTIVITY: Reconnaissance.

2. RESPONSIBILITIES: The Scout Platoon conducts reconnaissance and security missions for the Battalion. [A document which lists Soldier's Manual tasks related to combat activities of the Scout Platoon was not located.]

3. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book.

1. ACTIVITY: Close and Immediate Fire Support.

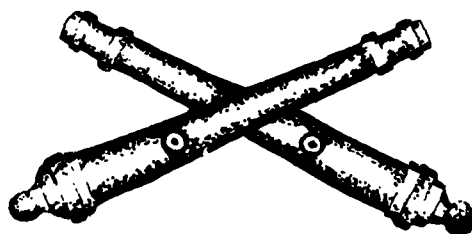
2. RESPONSIBILITIES: The Heavy Mortar Platoon is responsible to provide close and immediate fire support. [A document which lists Soldier's Manual tasks related to combat activities of the Heavy Mortar Platoon was not located.]

3. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book.

1. ACTIVITY: Assault-Antitank Fire Support for the Battalion.
2. RESPONSIBILITIES: The antitank platoon is responsible for destroying enemy armored vehicles, other vehicles, crew-served weapons, fortified positions, and other point-type targets. [A document which lists Soldier's Manual tasks related to combat activities of the Antitank Platoon was not located.]
3. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book.

1. ACTIVITY: Defense Against Low-Flying Enemy Aircraft.
2. RESPONSIBILITIES: The Redeye Section is responsible for providing Battalion and Company-size units operating near the forward edge of the battle area with the capability of defense against low-flying hostile aircraft. [A document which lists Soldier's Manual tasks related to combat activities of the Redeye Section was not located.]
3. REFERENCES: ST 21-6-188-1, The Platoon Leader's Training Management Planning Book.

FIELD ARTILLERY



CHAPTER FOUR. COMBAT MISSIONS AND DUTIES OF FIELD ARTILLERY BATTERIES

INTRODUCTION

This chapter is divided into two major sections. The first section consists of the combat missions and responsibilities of Field Artillery Batteries. Since the Field Artillery has such complex nature, all the Batteries (e.g., Headquarters Battery, Firing Battery, and Service Battery) are discussed. However, the Firing and Service Batteries are of main concern for this report.

Table 4-1 represents a consolidation of the specific elements and sub-elements within the Field Artillery Battalions: 6/80 (155mm Towed/8-in Self Propelled), 2/8 FA (105mm Towed), 1/79 (105mm Towed). Under each element (Battery), the sub-elements are listed to provide the framework as to how these Batteries are organized. The sub-elements for Batteries may vary (e.g., HHB 6/80 FA has a Liaison Section, 1/79 and 2/8 does not) and such variations are identified.

Following Table 4-1, the mission statements are discussed. A mission statement for the Battery will be provided, followed by the sub-element missions of the Battery. The sub-elements are basically the same for each Battalion; therefore, the sub-elements are usually consolidated, and if not, they will be provided with a unit designation next to the sub-element.

Figure 4-1 through 4-7 describe Field Artillery Battalions and Batteries, as represented by organizational charts. These charts illustrate the Battalion elements and the Battery sub-elements.

The second section contains the primary duty positions to be studied in Field Artillery units. These duty positions are described by statements from Army Regulations 611-201, Enlisted Career Management Fields and Military Occupational Specialities, Army Regulation 611-101, Commissioned Officer Specialty Classification System, Field Manual 6-50, The Field Artillery Cannon Battery, and Field Manual 6-140, Field Artillery Organizations. These statements are not intended to be complete task inventories for the positions.

The duty position titles were chosen from the MTOEs of 1/79, 2/8, and 6/80 Field Artillery. The job titles selected are key positions within Batteries, and they also provided the most common positions across various Artillery units.

The Infantry chapter has provided the relationship between combat missions and job tasks of personnel in the elements and sub-elements of the Infantry companies (sections). This listing of job tasks for combat missions was obtained from an ARTEP interface document for Rifle Companies. A similar document has not yet been prepared for Field Artillery units. Therefore, this chapter contains only general duties and not mission related combat tasks.

The term "Field Artillery" (FA) as used in this report applies to Cannon Artillery only.

TABLE 4-1. STRUCTURE OF
1/79, 2/8, 6/80 FIELD ARTILLERY

I. BATTALION STRUCTURE

- A. HHB (1 per Bn)
- B. FA Firing Battery (155mm Towed 6/80 FA) (105mm 2/8, 1/79 FA)
(3 per Bn)
- C. Service Battery (1 per Bn)
- D. FA Firing Battery, 8-in Self Propelled (1 per 6/80 FA)

II. STRUCTURE OF UNITS WITHIN THE FA BATTALION

- A. Headquarters and Headquarters Battery (HHB)
 - (1) Battery HQ
 - (2) Personnel/Administration Center (PAC)
 - (3) OP/Fire Direction Center (FDC)
 - (4) Survey Section
 - (5) Liaison Section (6/80 FA Only)
 - (6) Communications Platoon Headquarters
 - (7) Wire Section
 - (8) Radio Section
 - (9) Medical Section
 - (10) Air Defense Section HQ
 - (11) Air Defense Teams (3)
 - (12) MVR Bde Fire Spt Sections (2/8, 1/79 only)
 - (13) MVR Bn Fire Spt Sec (3) (2/8, 1/79 only)
 - (14) Infantry Co FIST Teams (9) (2/8, 1/79 only)
 - (15) MVR Sqdn FS Section (6/80 FA only)
- B. FA Batteries (Cannon Battery)
 - (1) Battery HQ
 - (2) Communications Section
 - (3) Firing Battery HQ
 - (4) Howitzer Sections
 - (5) Ammunition Section

TABLE 4-1. STRUCTURE OF
1/79, 2/8, 6/80 FIELD ARTILLERY, continued

- C. Service Battery
 - (1) Battery HQ
 - (2) Battalion Supply Section
 - (3) Battalion Maintenance Section
 - (4) Ammunition Train HQ
 - (5) Ammunition Sections (2)

SECTION I. COMBAT MISSIONS OF FIELD ARTILLERY BATTERIES

The objective of Field Artillery organization is to provide a unit for combat which can most effectively support the maneuver forces. To accomplish this, the unit must be provided with a capability to implement each functional requirement of the Field Artillery system.

FIELD ARTILLERY HEADQUARTERS AND HEADQUARTERS BATTERIES

Mission of Headquarters and Headquarters Battery (HHB)

Mission: To assist the Battalion Commander and his staff in the performance of their duties by providing the personnel, equipment, and facilities to operate the Battalion Headquarters and to provide administrative, operations, supply, maintenance, and communication support to the elements of the command.

Missions and Responsibilities of Sub-Elements in Headquarters and Headquarters Battery (HHB)

BATTERY HEADQUARTERS

Perform the functions of Battery administration, mess, supply, and maintenance.

PERSONNEL/ADMINISTRATION CENTER (PAC)

Responsible for preparing the administrative correspondence for the Battalion, maintaining liaison with the Division Administration Company in matters concerning personnel, and furnishing the Radio-Telephone Operators/Drivers for the Battalion Commander and the Battalion Executive Officer.

OPERATIONS/FIRE DIRECTION SECTION (FDC)

Performs fire direction and fire planning for the Battalion. Commands are transmitted to the Battery Fire Direction Center.

SURVEY SECTION

Determination of precise location of weapons, target acquisition means, and provision of orientation data.

Provide a common grid which will permit the massing of fires, the delivery of suppressive fires, the delivery of effective unobserved fires, and the transmission of target data from one unit to another.

LIAISON SECTION (6/80 FA ONLY)

Performs liaison activities in support of the Battalion mission directed by the Battalion Commander.

COMMUNICATION PLATOON HEADQUARTERS

Installs, operates, and maintains the Battalion communication system and operates the Battalion message center. Communications responsibilities:

(1) General Support: The responsibility for establishing communications under this role does not apply.

(2) General Support Reinforcing: Responsible for establishing communication with the reinforced FA unit.

(3) Reinforcing: Responsible for establishing communications with the reinforced Field Artillery unit.

WIRE SECTION

Furnish both command and fire direction circuits to each Battery. NOTE: During exercises, the wire and radio sections are broken down into groups and sent to the Batteries within the Battalion.

RADIO SECTION

Prepares the unit radio SOP along with the Company Executive Officer. Establishes radio stations and coordinates the activities of radio personnel. Enforces net discipline and trans-

mission security and assumes entire traffic load of the unit at any time. Functions as a panel team and works closely with the unit message center. Notifies message center of any changes in status of radio communication.

MEDICAL SECTION

Establishes the Battalion aid station. Provides a sick call, dispensary-type medical service, and emergency medical treatment for patients who require further evacuation. Definitive treatment for those who can be treated within the Battalion and returned to duty.

AIR DEFENSE SECTION HEADQUARTERS

Provides the Field Artillery Batteries with a low altitude air defense capability. Teams are allocated to units to satisfy tactical requirements. Teams are commanded and controlled by the Redeye Section HQ and are deployed as directed by the Battalion Commander based upon recommendations of the Redeye Section Leader. All Redeye Teams are attached to 1/51 Air Defense Artillery Battalion. During field training, the teams support their assigned units.

MVR BDE FIRE
SPT SECTION (2/8,
1/79 ONLY)

MVR BN FIRE SPT
SECTION (3) (2/8,
1/79 ONLY)

INFANTRY CO
FIRE SUPPORT
TEAMS (9)
(2/8, 1/79
ONLY)

Locates targets, adjusts fires, advises the supported unit CO on the employment of the Field Artillery, plan fires, assists in fire support coordination, maintains continuous observation of the zone, reports all targets and intelligence information, and keeps his own Battalion (FA) informed of the situation, plans, and the location of the support unit. ARTEP Missions: 105mm Towed Battalion (ARTEP 6-104, page 3-35 to 3-39) and 155mm Towed Battalion (ARTEP 6-105, page 3-18 to 3-26).

MVR SQDN FS SECTION (6/80 FA ONLY)

No positive action oriented statement could be identified.

FIELD ARTILLERY FIRING BATTERIES (CANNON)

The Field Artillery Cannon Battery is the firing unit of the Cannon Battalion. The emphasis in this section is on the Firing Batteries and the sub-elements within the Firing Battery.

Mission of the Field Artillery Firing Battery

Mission: Provide the firing component of the Field Artillery Battalion and to furnish its portion of the Battalion communication system. Has personnel and equipment necessary to deliver fire, communicate, move, and perform limited administration. Cannon Battery may operate as a separate tactical unit for a limited period of time. When a Battery is operating independently, additional personnel and equipment may be attached to meet the requirement of the mission.

When assigned a *direct support (DS)** role of brigade-size force, Cannon Batteries provide fires to support that force. (FIST from the Cannon Battalion are provided to Companies/Company Teams of the supported unit.)

When assigned a tactical mission of *reinforcing, general support reinforcing, or general support** the Cannon Batteries are employed as directed by the Battalion Commander. The Batteries contribute reinforcing fires to other Field Artillery.

Functions as a *dedicated role** — extension of the direct support mission. Will provide fire support to a specifically designated maneuver company team that is moving to contact.

* These mission statements apply to the total Battalion as well as the separate Batteries.

Missions and Responsibilities of Functional Elements in the Firing Battery (Cannon)

BATTERY HEADQUARTERS

Provides the personnel and equipment required to perform the administrative, mess supply, and motor maintenance functions. Relies on Battalion for administrative and logistical support.

COMMUNICATIONS SECTION

Required to install and maintain communication for the Battery.

FIRING BATTERY HEADQUARTERS

Consists of personnel and equipment required for determining data. FDC is the center of all Firing Battery operations. FDC responsibilities (tactical): targets of opportunity, informal fire planning, and request for additional fires; (technical) all firing data.

HOWITZER SECTIONS (CANNON)

Required to employ the cannons, set the data received from FDC, and to fire the cannons.

FIRING BATTERY

It includes the Firing Battery's Headquarters, the Battery Fire Direction Center, and the Firing Platoon or Sections.

AMMUNITION SECTION

Supply and resupply ammunition to the Howitzer Sections. May be attached to the ammunition train (Service Battery) when necessary to return to the ammunition supply point for resupply or may obtain their resupply from the ammunition train by exchange of vehicles.

FIELD ARTILLERY SERVICE BATTERIES

The Service Battery is divided into various sections to assist in control and operation. The organization of all Service Batteries is fundamentally the same.

Mission of the Service Battery

Mission: Procure and distribute all classes of supplies to the units of the Battalion, maintain supply records, provide ammunition service, and perform organizational maintenance not within the capabilities of the Batteries.

Missions and Responsibilities of Functional Elements in the Service Battery

BATTERY HEADQUARTERS

Performs command, administrative, mess supply, and maintenance functions for the Battery.

BATTALION SUPPLY SECTION

Performs supply functions for the Battalion. Maintain necessary property records, consolidates requisition and turn-in slips for the Battery, procures and issues supplies, and assists the Batteries in all matters concerning supply.

BATTALION MAINTENANCE SECTION

Performs all organizational motor maintenance functions which are not within the capabilities of, or authorized to be performed by, the Batteries. Supervises Battery performance of scheduled periodic maintenance services and inspections of all vehicles and ensures proper disposition of records and reports IAW TM 38-750. Requisition, storage, and maintenance of records of all parts and supplies required for maintenance.

AMMUNITION TRAIN HEADQUARTERS
AND AMMUNITION SECTIONS (2)

Performs ammunition supply and resupply functions for the Field Artillery Batteries of the Battalion. When a Cannon Battery is operating independently, a section of the Ammo Train may be attached to the Cannon Battery.

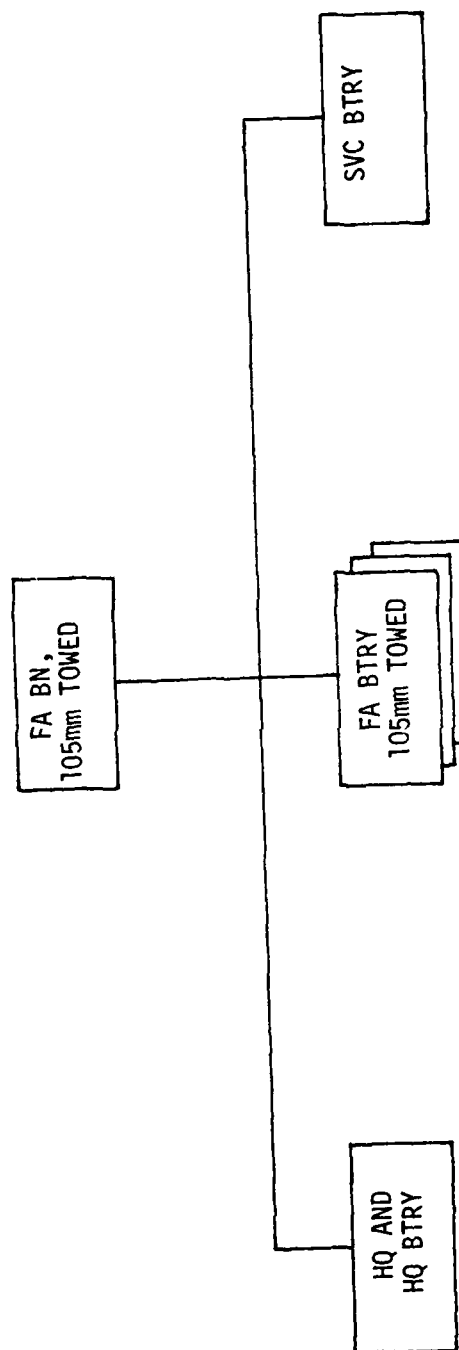


Figure 4-1. Field Artillery Battalion,
105mm Towed, Infantry Division

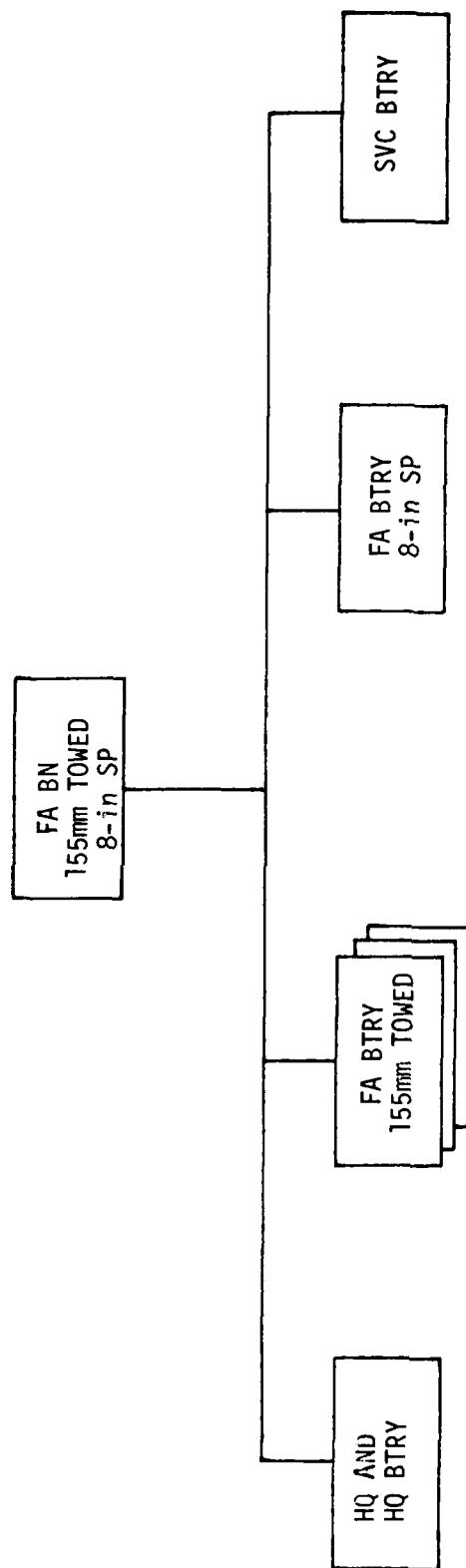


Figure 4-2. Field Artillery Battalion, 155mm Towed/8-in Self Propelled, Infantry Division

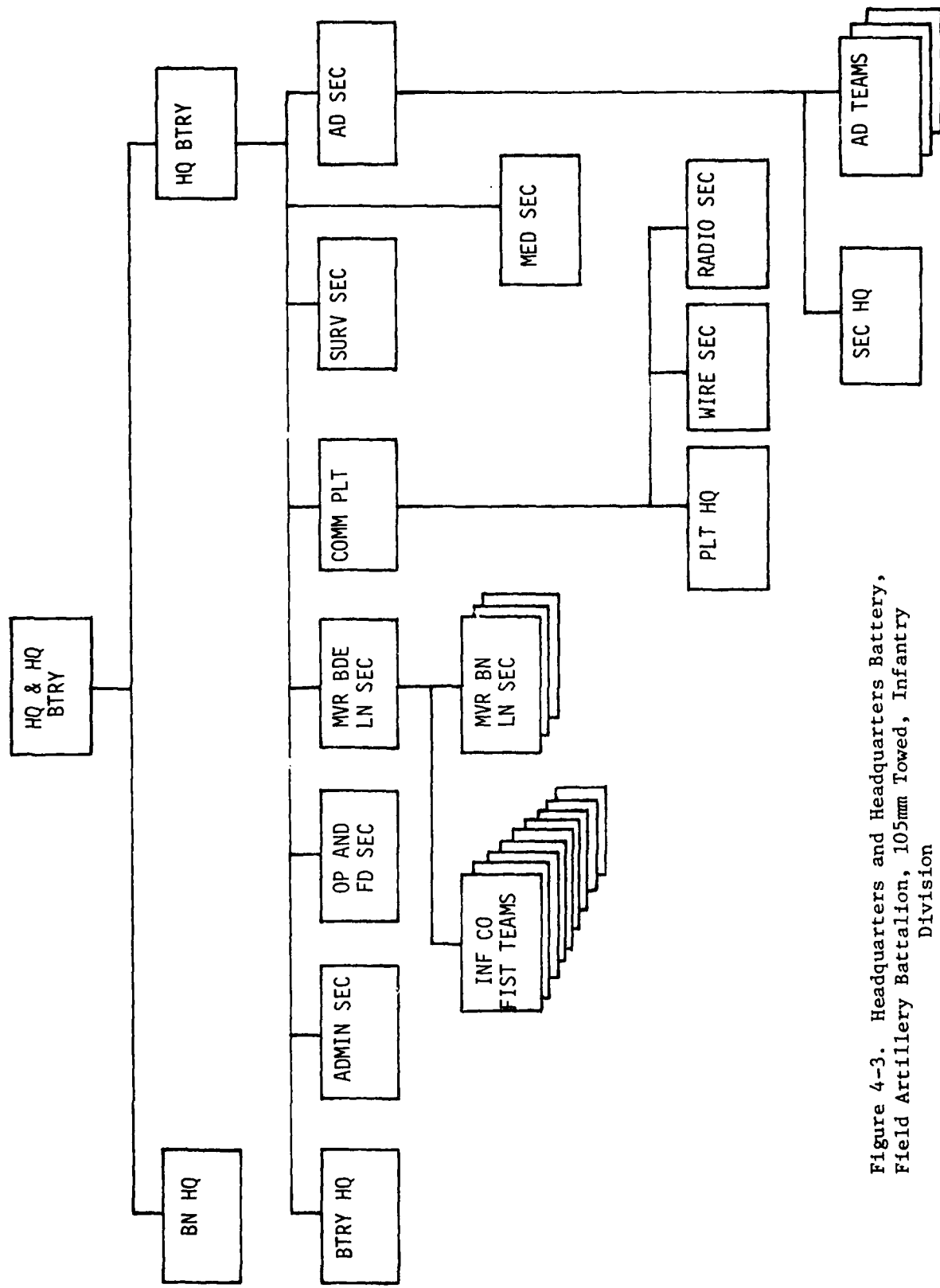


Figure 4-3. Headquarters and Headquarters Battery,
Field Artillery Battalion, 105mm Towed, Infantry
Division

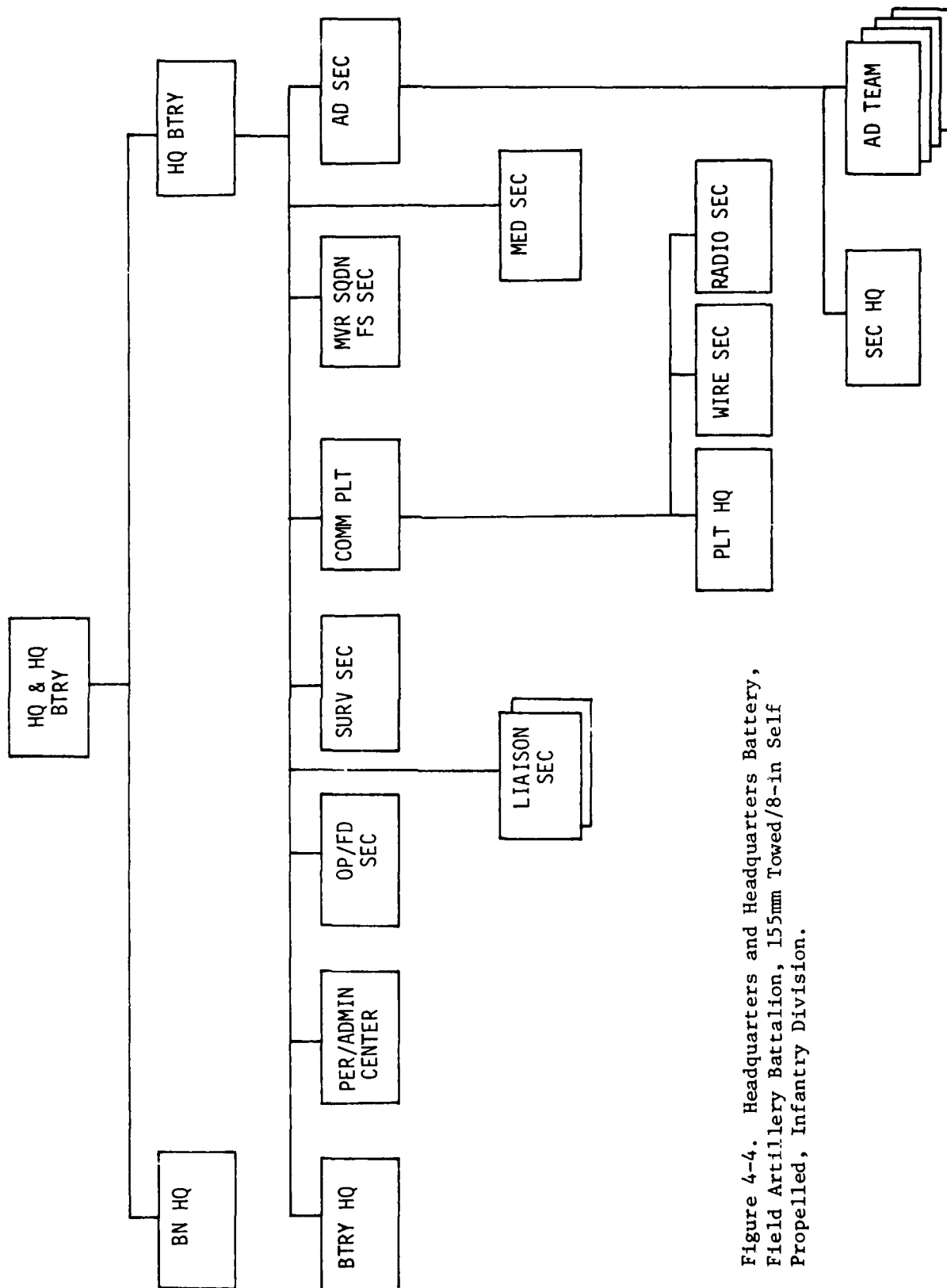


Figure 4-4. Headquarters and Headquarters Battery, Field Artillery Battalion, 155mm Towed/8-in Self Propelled, Infantry Division.

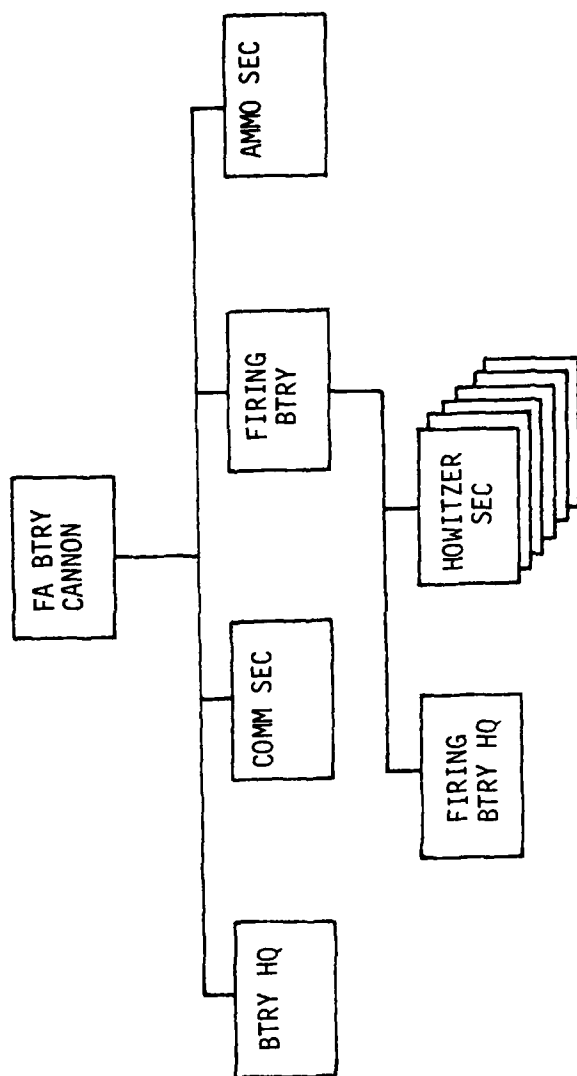


Figure 4-5. Field Artillery Firing Battery, 105mm Towed, 155mm Towed,
Field Artillery Battalion, Infantry Division

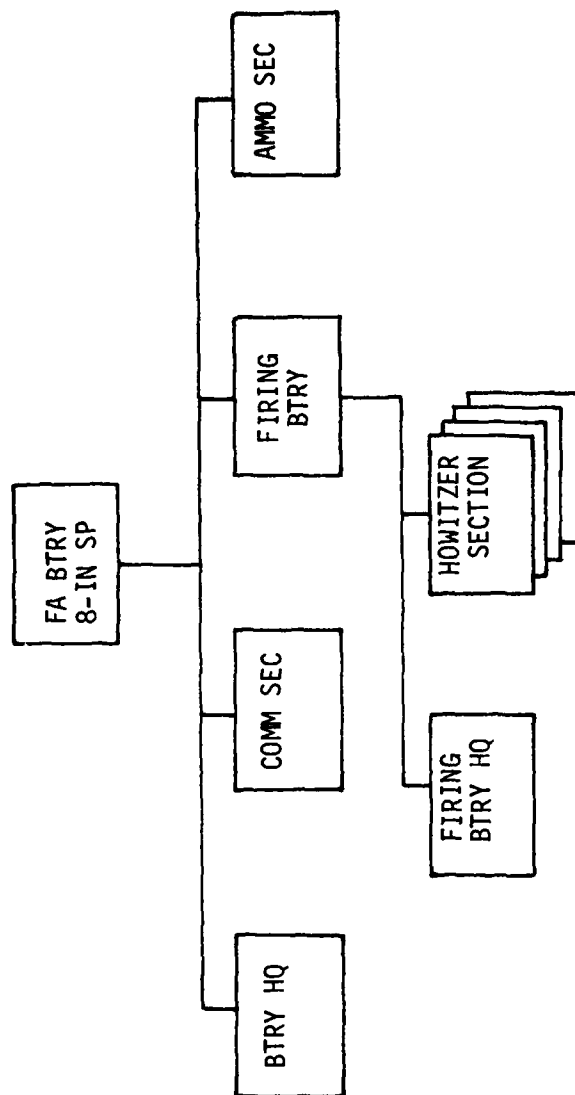


Figure 4-6. Field Artillery Firing Battery, 8-in Self Propelled,
Field Artillery Battalion, Infantry Division

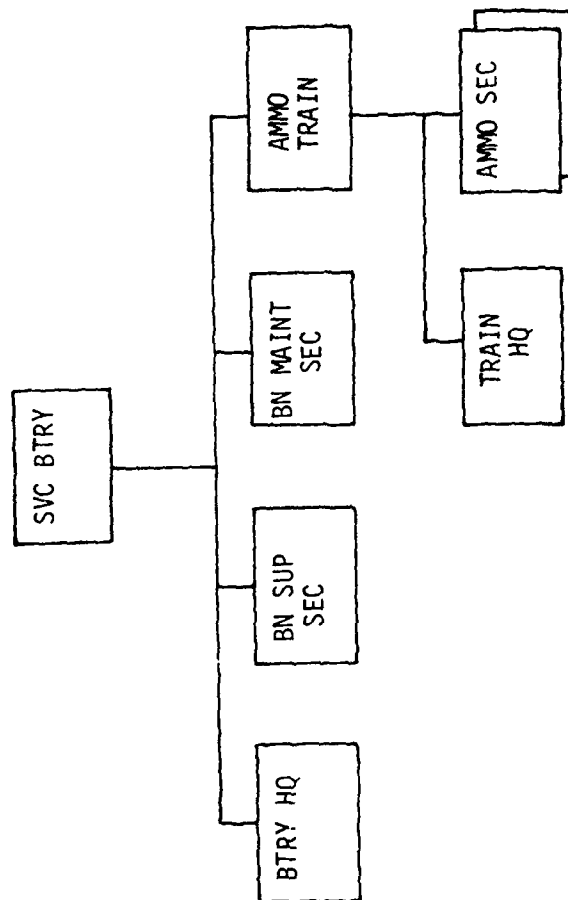


Figure 4-7. Service Battery, Field Artillery Battalion,
105mm Towed, 155mm Towed/8-in Self Propelled, Infantry Division

SECTION II. PRIMARY POSITIONS AND DUTIES

Table 4-2 lists the primary duty positions selected from Field Artillery Firing and Service Batteries. Following this table, a description of these positions are given.

TABLE 4-2. SELECTED DUTY POSITIONS

FIELD ARTILLERY NCOs

		<u>Page</u>
13B20	Section Chief (Ammo Service Battery) Gunner Section Chief (Ammo Firing Battery)	4-21
13B30	Section Chief	4-22
13B40	Gunnery Sergeant Chief of Firing Battery Ammunition Sergeant	4-24
13E20	Fire Direction Computer	4-25
13E30	Chief Fire Direction Computer	4-26
13Y5M	First Sergeant (Firing Battery) First Sergeant (Service Battery)	4-27
31V30	Tactical Communication Chief	4-28
63B20	Power Generator and WVEH Mechanic	4-29
63B30	Motor Sergeant (Firing Battery) Motor Sergeant (Service Battery)	4-30
63C30	Motor Sergeant	4-31
63Z50	Motor Sergeant	4-32
64C30	Heavy Vehicle Driver	4-33
76Y30	Supply Sergeant (Service Battery) Supply Sergeant (Firing Battery)	4-34
76Y40	Supply Sergeant	4-35

FA OFFICERS

13E92	Battery Commander (Service Battery)	4-36
13E00	Ammunition Officer	4-37
	Battery Commander (Firing Battery)	4-38
	Executive Officer	4-40
	Fire Direction Officer	4-42

GUNNER/AMMUNITION SECTION CHIEF (MOS 13B20) E5

The gunner prepares weapons to fire on target, using direct and indirect fire procedures.

1. Lays weapon for direction.
2. Measures angle of sight to crest.
3. Conducts boresighting and basic periodic tests.
4. Fires the weapon.
5. Supervises handling, transportation, and distribution of ammunition.
6. Supervises operator/crew maintenance of ammunition section equipment.
7. Ensures adherence to safety procedures involving handling of ammunition.
8. Assists section chief in supervision of gun/howitzer section operations.

REFERENCES: Army Regulation 611-201.

CHIEF OF SECTION (MOS 13B30) E6

In general, the Chief of Section is responsible for the training of his section, and ensuring that all the equipment is properly maintained; that correct, safe data are set on his weapon; that ammunition is properly stored, handled, and prepared; and that proper safety precautions are observed at all times.

The Section Chief's primary responsibilities are:

1. Conducting section training, both individual and collective.
2. Ensuring that the weapon is properly in place, layed, and prepared for action.
3. Establishing section priorities for preparing the weapon for firing position. Unless it conflicts with specific instruction from the XO or the Chief of the Firing Battery, the memory aid TLASBAPP should be used as a guide for the accomplishment of the following tasks. The section should be organized so that as many of these tasks as possible are accomplished simultaneously.
4. Measuring and reporting sight to crest.
5. Determining piece to crest range.
6. Supervising the entire section during firing.
7. Observing and checking the functioning of material and immediately reporting errors, unusual incidents, or equipment malfunctions to the XO or the FDC.
8. Segregating ammunition by type and lot.
9. Ensuring that before-, during-, and after-operation maintenance is performed IAW the applicable manual.
10. Ensuring that equipment is stowed habitually according to the unit's loading plans and as prescribed in the appropriate manual.
11. Preparing range cards for the Howitzer and other crew served sections.
12. Supervising the appropriate logbook entries and making equivalent full charge EFC computations IAW the appropriate manual.

13. Controlling the firing of the Howitzer during direct fire operations.
14. Redistributing the duties of personnel to facilitate the mission accomplishment when the section is operating with a reduced crew.
15. Organizing the section into shifts to facilitate 24-hour operations.
16. Implementing the assigned portion of the battery defense plan.
17. Ensuring that the records below are completed correctly and that data are kept current.
 - a. Appropriate equipment logbook forms.
 - b. DA Form 45-13 (Record of Missions Fired) is used by the section to record data designated as standard fire commands and a running total by type and lot of ammunition on hand.
 - c. Each section should have certain information recorded on a reference card and contain the minimum information necessary.

The Chief of Section must be prepared to assume the duties of the Chief of Firing Battery or the Gunnery Sergeant if necessary.

REFERENCES: Field Manual 6-50.

GUNNERY SERGEANT/CHIEF OF FIRING BATTERY
AMMUNITION SERGEANT
(MOS 13B40) E7

Supervises Field Artillery Firing Battery elements.

1. Selects sites for emplacement of weapons.
2. Supervises enlisted personnel engaged in firing battery operation maintenance and training.
3. Lays the battery for direction of fire.
4. Conducts checks to verify weapon direction prior to firing and during firing.
5. Supervises battalion ammunition train functions.
6. Supervises receipts, accountability distribution, storage of ammunition and preparation for firing.
7. Reviews, consolidates, and prepares technical personnel and administrative reports covering firing battery element activities.

REFERENCES: Army Regulation 611-201.

FIRE DIRECTION COMPUTER (MOS 13E20) E5

The Fire Direction Computer computes firing data in Fire Direction Center.

1. Verifies registration.
2. Computes and applies meteorological and muzzle velocity correction.
3. Determines data for replot.
4. Prepares deflection correction scale.
5. Conducts low/high angle precision fire mission.
6. Cross checks accuracy of fire data.
7. Computes firing data and transmits fire commands to firing elements.

REFERENCES: Army Regulation 611-201.

CHIEF FIRE DIRECTION COMPUTER (MOS 13E30) E6

The Chief Fire Direction Computer supervises operation of Battery Fire Direction Center (FDC).

1. Supervises computation of firing data, transmission of fire commands, computation of registration, meteorological and muzzle velocity corrections, and special corrections.
2. Instructs personnel in FDC operations.
3. Receives requests for fire and monitors processing of requests.
4. Reviews firing data and computations for accuracy and completeness.
5. Supervises operation and operator maintenance of equipment.
6. Enforces noise, limit

11-201.

FIRST SERGEANT
(MOS 13Y5M) F-

Supervises operations of
Battalion
operations

Artillery
Battalion

Personnel performing duties of Cannon
Direction/Fire Support Specialist, or
Operations/Fire Direction Specialist, or
Missile Crewman, or Lance Missile Crewman. Serves
as principle NCO in FA Cannon, Missile, or Rocket Battery;
serves as Operations NCO in FA Battalion.

2. Operates unit command post.
3. Prepares and distributes maps, operational information, operation reports, and training material.
4. Participates in coordination and implementation of cannon, missile, or rocket operations, training programs, administrative matters, and communication activities.
5. Maintains staff journals, files, records, and reports.

REFERENCES: Army Regulation 611-201.

TACTICAL COMMUNICATION CHIEF (MOS 31V30) E6

Supervises the installation, operational maintenance of radio and wire communications systems, frequency modulated radio nets, air/ground radio sets and radio teletypewriter sets.

1. Participates in reconnaissance for selection of locations for communications facilities.
2. Determines requirements, assigns duties and coordinates activities of communications personnel in employment of wire, radio, messenger visual and sound communications.
3. Ensures communications equipment for serviceability and coordinates organizational maintenance of equipment.
4. Conducts training programs for unit personnel in communications operations procedures and maintenance practices.
5. Supervises tactical communications operating activities.
6. Advises the commander and staff on communication matters.
7. Supervises communications center cryptographic operations applicable to assigned unit.

REFERENCES: Army Regulation 611-201.

POWER GENERATION AND WHEEL VEHICLE MECHANIC
(MOS 63B20) E5

Performs as a mechanic on wheel vehicles, materials handling equipment, tactical utility generators, precise power generation equipment, and associated items.

1. Perform duties in preceding level of skill.
2. Provide technical guidance to lower grade personnel in accomplishment of these duties.

REFERENCES: Army Regulation 611-201.

MOTOR SERGEANT (MOS 63B30) E6

Supervises organizational maintenance on wheeled vehicles, materials handling equipment, tactical power generation equipment, and upkeep of hand and power tools.

1. Establishes shop practices to efficiently repair all types of wheeled vehicles and upkeep of hand and power tools.
2. Plans and organizes work schedules.
3. Assigns duties and performs operational administrative duties.
4. Instructs and supervises lower skilled personnel in appropriate maintenance practices and procedures.
5. Applies production and quality control principles and procedures to maintenance operation.
6. Requisitions spare parts, tools, and supplies.

REFERENCES: Army Regulation 611-201.

MOTOR SERGEANT (MOS 63C30) E6

Supervises organizational maintenance on wheel and track vehicles.

1. Establish shop practices to efficiently repair all types of track vehicles and upkeep of hand and power tools.
2. Assigns duties and performs operational and administrative duties.
3. Instructs and supervises lower skills personnel in appropriate maintenance practices and procedures.
4. Applies production and quality control principles and procedures to maintenance operations.
5. Requisitions spare parts, tools, and supplies.

REFERENCES: Army Regulation 611-201.

MOTOR SERGEANT (MOS 63Z50) E8

Must be able to supervise personnel performing the duties of MOS 41J, 44B, 62B, 63C, 63H, 45Z, or 41C at the "4" skill level. Serves as principal maintenance or operations NCO in maintenance battalion or higher level.

1. Plans and lays out mechanical maintenance shops and facilities.
2. Plans workflow, assigns duties, and instructs in maintenance work techniques.
3. Determines level of maintenance in processing work orders.
4. Supervises production and quality control of maintenance operations.
5. Evaluates work performance of subordinates, determines training requirements, and recommends corrective actions.
6. Applies production and quality control principles and procedures to maintenance operations.
7. Assists in preparation of maintenance operations, plans, policies, and procedures.
8. Supervises or prepares technical studies, evaluations, special reports, and records pertaining to maintenance operations, training, and related operations.
9. Supervises preparation of work orders, requisitions, recurring reports and correspondence.

REFERENCES: Army Regulation 611-201.

HEAVY VEHICLE DRIVER (MOS 64C30) E6

Operates wheel vehicles and supervises small motor transport activity.

1. Participates in convoy operations and organization, including planning, control measures, and assisting in reconnaissance, employing pertinent military regulations, and civil laws.
2. Compiles time, mileage, and load data.
3. Supervises transporting of explosives and other dangerous cargo.
4. Supervises guards used to prevent pilferage and damage to cargo in transit.
5. Organizes motor pool.
6. Supervises or prepares driver, vehicle and unit operations reports.
7. Determines the number of vehicles required for specific operations.
8. Schedules route and controls movements of motor transport equipment.
9. Directs or performs driver testing functions.
10. Directs methods, materials, and mechanical aids usage to overcome climate or other adverse operating conditions.
11. Serves as chauffeur as required.

REFERENCES: Army Regulation 611-201.

SUPPLY SERGEANT (MOS 76Y30) E6

Supervises personnel involved in large supply activity.

1. Performs supervision and management duties of preceeding levels of skills.
2. Trains personnel for and supervises external load rigging for rotary wing aircraft.
3. Assists in development of equipment requirements.

REFERENCE: Army Regulation 611-201.

SUPPLY SERGEANT (MOS 76Y40) E7

Performs duties in staff activity involving unit supply operations.

1. Analyses operational statistical data and reports to ascertain functional trends, conformance to standards and directives, and efficiency of operations.
2. Coordinates supply activities with supply and service and motor transport units.
3. Assists in development of troop basis.

REFERENCE: Army Regulation 611-201.

SERVICE BATTERY COMMANDER
(MOS 13E92) 03

The Commander of a Service Battery performs the duties of both a Commander and a S4. The duties of a Battery Commander can be found under the Firing Battery Commander. The duties of the S4 are as follows.

The S4 is responsible for the coordination and supervision of all logistical functions within the Battalion and performs the general duties prescribed for the G4 in FM 101-5. He is responsible for the procurement and distribution of supplies and, when directed, for the establishment of supply points. Additional duties of the S4 are to:

1. Prepare and supervise the execution of a plan for the timely supply of ammunition and supervised execution of the plan.
2. Keep the commander and staff informed of the ammunition and supply status of the command.
3. Maintain appropriate records of the ammunition status, the location of ammunition offices, ammunition supply points, and special ammunition supply points and the transportation available.
4. Maintain current records of traffic data, road nets, water points, supply points, DS and GS maintenance units.
5. Supervise all supply functions of the command to insure adequate procurement and proper distribution.
6. Maintain records of critical items of supplies and equipment.
7. Prepare and authenticate transportation orders (ammunition requests) for the Batteries, and deduct the quantity of each item appearing thereon from the total quantity of the corresponding on the total available supply rate or special ammunition load record of the Battalion. (Transportation orders for divisional units are processed through the Division Ammunitions Officer as outlined FM 54-2.)

REFERENCES: Field Manual 6-140.

AMMUNITIONS OFFICER (MOS 13E00) 02

Commands or assists commander of a Field Artillery cannon unit.

1. Plans, coordinates, and directs Field Artillery activities within the command.
2. Serves in positions requiring general cannon artillery experience.

REFERENCES: Army Regulation 611-101.

NOTE: No other explicit duties were identified. These descriptions also pertain to the other Artillery officers.

FIRING BATTERY COMMANDER (MOS 13E00) 03

The Battery Commander is responsible for everything his command does or fails to do.

1. Ensuring that the Battery accomplishes its mission.
2. Training the Battery for combat.
3. Maintaining material and equipment.
4. Maintaining high standards of discipline and morale.
5. Preserving the health and physical fitness of the Battery personnel.
6. Ensuring adherence to proper safety precautions.
7. Performing reconnaissance, selection, and occupation of the Battery position.
8. Maintaining ammunition supply.
9. Supervising the activities of the Fire Direction Center when necessary.
10. Ensuring the Battery's survivability to include proper concealment and adequate defense.
11. Planning and controlling the unit marches and movements.
12. Supervising the security, preparation, and delivery of special weapons if available.
13. Ensuring that the Battery functions in accordance with regulations and policies of higher commanders.
14. Keeping the Battalion Commander and the personnel in the Battery informed of the current situation.
15. Establishing and maintaining a high degree of communications and electronics security.
16. Managing the assignment of personnel within the Battery.

In carrying out command responsibilities, the Battery Commander:

1. Plans the training programs; follows up on the progress of training by personally supervising and participating in the training.
2. Makes frequent inspections to ensure that the orders are being carried out; that living quarters are adequate and well policed; that food is appetizing, properly prepared, and served on time; and that routine work is distributed fairly.
3. Makes himself available for discussions with Battery personnel on matters of personal nature.
4. Maintains discipline.
5. Manages the assignment of personnel to ensure the right individual is placed in the right job.
6. Ensures the responsiveness of the personnel support system to the needs of the individual.
7. Instructs and cross-trains key subordinates in their duties.
8. Keeps the troops informed.
9. Emphasizes the maintenance and proper use of all equipment.
10. Ensures application of the principles of supply economy.
11. Assigns responsibilities and delegates authority to his officers and non-commissioned officers consistent with their positions.

The plans and orders of the Battery Commanders are based on those received from the next higher command and his personal desires. These plans set forth a logical sequence for actions by each Battery element in the accomplishment of the Battery mission. The Battery Commanders normally issue brief and informal oral orders. These oral orders fit specific situations and do not repeat SOP.

REFERENCES: Field Manual 6-50.

EXECUTIVE OFFICER (MOS 13E00) 02

The Executive Officer is the Battery Commander's principal assistant. During the Battery Commander's absence, the XO is the acting Commander and assumes all the duties and responsibilities discussed under the Battery Commander. When the Battery Commander is present, the XO ordinarily commands the Firing Battery portion of the Battery. In some tactical situations, the XO may also perform the duties of the Fire Direction Officer.

The XO is specifically responsible for:

1. Supervising the Battery as it occupies the firing position and ensuring the track plan is followed.
2. Verifying the lay of the Battery upon occupation of a position.
3. Measuring and reporting piece direction as required.
4. Determining the minimum quadrant elevation.
5. Ensuring the boresighting is accomplished as soon as possible and as often as necessary.
6. Ensuring the timely and accurate fires are delivered by the cannon section.
7. Ensuring the before-, during-, and after-operations maintenance is conducted.
8. Ensuring that position area improvement begins as soon as possible and progresses at an acceptable rate.
9. Ensuring that ammunition is properly protected from the elements and enemy fire.
10. Rendering the XO's report to the FDC as soon as the information is available and without delaying the preparation of fire, the XO reports to the FDC that the battery is layed, and reports the common deflection, the minimum quadrant elevation for each charge, and the deflection and distance from the aiming circle to each piece.
 - A. Sometimes, due to multiple crest, it is necessary to determine more than one minimum quadrant elevation for the sector fire. In this case, the XO reports each minimum quadrant elevation and its related deflection.

B. When directed, the XO reports the amount, type, lot number, and weight of projectile, powder temperature, lateral limits of azimuth or deflection, maximum elevation when high angle fire is to be used, and visible aiming points with referred deflections.

11. Ensuring that intrabattery communications are established as prescribed.
12. Ensuring that safe practices are observed to include proper fire commands, safe firing data, and proper ammunition handling and storage.
13. Ensuring that each Section Chief knows the location of his supplementary position and that the route to his position has been surveyed.
14. Coordinating with the First Sergeant to determine sectors of fire for each Howitzer to compliment the overall battery defense plan.
15. Supervising the development of range cards for Howitzers and other crew-served weapons.
16. Ensuring that ammunition is distributed to the Cannon sections according to anticipated needs determined by the Fire Direction Center.
17. Ensuring, in coordination with the FDC, that a stand-by platoon has been designated for instant reaction to a fire mission.
18. Training and supervising the activities of the Firing Battery.

REFERENCES: Field Manual 6-50.

ASSISTANT EXECUTIVE OFFICER (FIRE DIRECTION OFFICER) (MOS 13E00) 02

The Assistant Executive Officer performs duties as prescribed by the Executive Officer. He is normally charged with the responsibility of supervising the FDC. He must also be fairly familiar with the duties and responsibilities of the XO, since all or part of these duties may be performed in some situations. During 24-hour operations, the Assistant Executive Officer and the XO will normally divide the responsibility of supervising the FDC.

The functional job title of Fire Direction Officer is used to refer to the Officer performing that duty. The Fire Direction Officer is specifically responsible for:

1. Ensuring the adequate and timely production of firing data.
2. Assigning duties to personnel in a manner that facilitates continuous operation in shifts if necessary.
3. Ensuring that before-, during-, and after-operation maintenance checks are performed on the section vehicles, radios, computers, and generators.
4. Ensuring that locations of friendly units, boundaries, and fire support coordination measures are predominantly posted and kept current.
5. Ensuring the proper use and functioning of Battery wiring and radio nets.
6. When necessary, deciding how to attack a target and issuing a fire order.
7. Ensuring that the Fire Direction Center records are complete and accurate.
8. Ensuring that data for prearranged fires are properly disseminated and understood by Fire Direction Center and Cannon personnel.
9. Inspecting the map, and if necessary, computing the minimum QE to intermediate crest not visible from the Battery area.
10. Ensuring that the camouflage and position-hardening efforts in the FDC area begin ASAP and progresses at a satisfactory rate.

11. Ensuring that adequate and complete fire commands are sent to the Cannon Section.
12. Ensuring that the quadrant announced in each fire mission is not below the minimum quadrant elevation for visible or intermediate crest.
13. Coordinating with the Battalion S3 to determine the type and amount of ammunition to be requisitioned.
14. Coordinating with the XO to ensure that a hot platoon has been designated.
15. Preparing the safety diagram and verifying the plotting of safety limits on the firing chart.
16. Providing the safety data to the Cannon Chief Sections and updating it as necessary.
17. Ensuring that the data and fire commands are within the specified safety limits and that rounds are not fired until the prescribed coordination has been accomplished.

REFERENCES: Field Manual 6-50.

BIBLIOGRAPHY

ARMY REGULATIONS (AR)

- 1-1 Planning, Programming, and Budgeting Within the Department of the Army, 25 May 1976.
- 1-13 Release of Personnel, 5 July 1973.
- 1-23 Representation at Official Functions, 15 February 1974.
- 1-32 Disciplinary Control of U.S. Army Personnel, 28 November 1977.
- 1-35 Basic Policies and Principles for Interservice, Interdepartmental, and Interagency Support, 7 April 1978.
- 1-200 Inspection and Staff Visits, 7 June 1972.
- 5-1 Army Management Doctrine, 5 August 1973.
- 5-4 Department of the Army Productivity Improvement Program (DAMRIP), 18 August 1976.
- 5-10 Reduction and Realignment Actions, 26 August 1977.
- 10-6 Branches of the Army, 17 June 1970.
- 10-16 United States Army Nuclear Agency, 10 November 1976.
- 11-14 Logistic Readiness, 30 July 1976.
- 11-27 Army Energy Program, 20 July 1976.
- 11-28 Economic Analysis and Program Evaluation for Resource Management, 2 December 1975.
- 15-6 Procedures for Investigating Officers and Boards of Officer Conducting Investigations, 24 August 1977.
- 18-1 Policies, Objectives, Procedures and Responsibilities, 22 March 1976.
- 20-1 Inspector General Activities and Procedures, 15 June 1978.
- 20-3 Department of the Army Special Subjects for Inspection, 8 November 1977.
- 27-50 Status of Forces Policies, Procedures, and Information, 5 September 1974.

- | | |
|--------|--|
| 32-15 | Classification and Inspection, 19 August 1976. |
| 37-52 | Per Diem Allowances, Maneuvers, or Exercises Conducted on Military Installations, 30 September 1976. |
| 40-3 | Medical, Dental, and Veterinary Care, 10 October 1977. |
| 40-5 | Health and Environment, 25 September 1976. |
| 40-202 | Assignment and Utilization of Army Medical Department Personnel, 10 October 1977. |
| 40-501 | Standards of Medical Fitness, December 1960. |
| 50-5 | Nuclear Surety, 15 July 1976. |
| 55-1 | Conex Container Control, Utilization and Reporting, 12 September 1972. |
| 58-1 | Joint Procedures for Management of Administrative Use Motor Vehicles, 12 May 1967. |
| 65-75 | Unit Mail Services, 15 July 1976. |
| 70-61 | Type Classification of Army Material, 1 August 1978. |
| 140-15 | Maintenance of Equipment, 3 February 1975. |
| 190-11 | Physical Security of Weapons, Ammunition, and Explosives, 30 March 1977. |
| 190-13 | The Army Physical Security Program, 23 August 1977. |
| 190-31 | Department of the Army Crime Prevention Program, 1978. |
| 190-51 | Security of Army Property, 1 August 1978. |
| 220-1 | Department of the Army, 12 March 1973. |
| | 15 November 1975. |
| | Organization and Training for Nuclear, Biological, and Chemical Defense, 15 October 1978. |
| 310-10 | Military Orders, 3 November 1975. |
| 310-49 | The Army Authorization Documents System (TAADS), 10 June 1975. |

- 335-11 List of Approval Recurring Management Information Requirements, 15 May 1978.
- 335-15 Management Information Control System, 26 October 1976.
- 340-1 Records Management Program, 24 December 1975.
- 340-2 Maintenance and Disposition of Records in TOE Units of Active Army and Army Reserve, 15 November 1977.
- 340-18-10 Maintenance and Disposition of Training and Education Functional Files, 14 August 1967.
- 340-21 The Army Privacy Program, 27 August 1975.
- 350-1 Army Training, 25 April 1975.
- 350-2 Opposing Force (OPFOR) Program, 1975.
- 350-4 Qualification and Evaluation of Personnel and Weapon Systems, 1975.
- 350-5 Arms Competitive Marksmanship, 26 February 1973.
- Training and Evaluation of Forces for Civil Disturbance, 8 February 1973.
- 350-21 Instruction in Benefits of an Honorable Discharge, 9 November 1971.
- 350-26 Amphibious Training Policies and Objectives, 24 August 1973.
- 350-30 Code of Conduct Training, 15 August 1975.
- 350-212 Military Justice, 2 June 1972.
- 350-216 The Geneva Convention of 1949 and Hague Convention Number Two of 1907, 7 March 1975.
- 350-225 Survival, Evasion, Resistance, and Escape (SERE) Training, 15 August 1975.
- 351-7 Individual Training Requirement Solicitation for Army Service Schools and Defense Schools, 4 February 1974.
- 360-61 Community Relation, 18 July 1973.
- 360-81 Command Information Program: Objectives and Policies; Newspapers, Radio and Television, 3 August 1976.

381-12 Subversion and Espionage Director, Army and
Deliberate Security Violations, 18 October 1947.

385-10 Army Safety Program, January 1970.

385-15 Army Safety Program, June 1971.

Prevention of Motor Vehicle Accidents, 25 April 1974.

585-63 Policies and Procedures for Firing Ammunition for Training,
Target Practice, and Control, 22 February 1978.

420-90 Fire Prevention and Protection, 19 November 1976.

530-1 Operations Security (OPSEC), 1 May 1978.

600-4 Remission or Cancellation of Indebtedness, Enlisted Members,
9 February 1976.

600-6 Individual Sick Slip, 1 November 1978.

600-9 Army Physical Fitness and Weight Control Program, 30 November
1976.

600-15 Indebtedness of Military Personnel, 11 February 1970.

600-20 Army Command Policy and Procedures, 28 April 1971.

600-21 Equal Opportunity Programs in the Army, 20 June 1977.

600-25 Salutes, Honors, and Visits of Courtesy, 15 May 1970.

600-30 Chaplain Support Activities, 14 January 1977.

600-50 Standards of Conduct for Department of the Army Personnel,
20 October 1977.

600-55 Motor Vehicle Driver Selection, Training, Testing, and
Licensing, 25 January 1968.

600-85 Alcohol and Drug Abuse Prevention and Control Program,
1 May 1976.

600-101 Officer Personnel Management System Speciality Proponency,
5 October 1977.

600-200 Enlisted Personnel Management System, 24 March 1965.

601-280 Army Reenlistment Program, 1 July 1971 with change 1.

611-5 Army Personnel Tests, 1 October 1975.

- 611-101 Commissioned Officer Speciality Classification System,
15 November 1978.
- 611-201 Enlisted Career Management Field and Military Occupational Specialities, 1 October 1973.
- 614-200 Enlisted Personnel Selection, Training, and Assignment System: Grades E1 through E9, 4 June, 1970.
- 623-105 Officer Evaluation Reporting System.
- 630-5 Leaves, Passes, Administrative Absence, and Public Holdings, 1 June 1975.
- 635-100 Personnel Separations, 15 October 1975.
- 640-2-1 Personnel Qualification Records, 15 October 1973.
- 672-12 Expert Infantryman Badge Test, 30 September 1971.
- 680-31 Military Personnel Asset Inventory and Strength Reconciliation, 15 October 1978.
- 700-84 Issue and Sale of Personnel Clothing, 17 January 1974.
- 710-1 Centralized Inventory Management of the Army Supply System, 30 December 1970.
- 710-2 Material Management for Using Units, Support Units, and Installation, 1 August 1971.
- 735-11 Accounting for Lost, Damaged, and Destroyed Property, 15 October 1978.
- 740-1 Storage Supply Activity Operation, 13 May 1974.
- 750-1 Army Material Maintenance Concepts and Policies, 1 April 1978.
- 750-51 Maintenance Assistance and Instruction Team (MAIT) Program, 30 July 1973.
- 870-5 Military History, 8 March 1977.

DEPARTMENT OF THE ARMY PAMPHLETS (DA PAM)

- 1-2 Administrative and Logistics Handbook Guide for Battalion and Company Level, 30 October 1977.
- 210-3 Commander's Handbook for Installation and Activity Consolidations, Realignments, Reductions, and Closures, 11 March 1974.

310-1 Index of Administrative Publications, 15 May 1978.

310-3 Index of Doctrinal, Training, and Organizational Publications, 1 June 1977.

350-37 Handbook for the Conduct of Skill Qualification Tests (SQT), 1 July 1977.

351-20-6 Army Correspondence Course Program (Field Artillery).

351-20 Announcement of Army Correspondence Courses, 1 March 1972.

FIELD MANUALS

6-2 Field Artillery Survey, 19 June 1970.

6-10 Field Artillery Communications, 31 March 1975.

6-13/B/CM Commanders' Manual 13B Cannon Crewman, 12 April 1977.

6-15 Artillery Meteorology, 25 March 1970.

6-20 Fire Support in Combined Arms Operations, 30 September 1977.

6-40 Field Artillery Cannon Gunnery, 28 June 1974.

6-40-5 Modern Battlefield Cannon Gunnery, 1 July 1976.

6-50 The Field Artillery Cannon Battery, 1 July 1976.

6-75 105mm Howitzer M101 Series Towed, 26 February 1963.

6-81 155mm Howitzer M114 Towed, 28 March 1962.

6-94 175mm Gun M107, Self-Propelled and 8 Inch Howitzer M110, Self-Propelled, 20 May 1968.

6-140 Field Artillery Organizations, 30 April 1973.

7-10 The Rifle Company, Platoons, and Squads, 17 April 1970.

7-11B/C/CM Commander's Manual, 11B/C Infantryman, 31 January 1977.

7-20 The Infantry Battalion, 8 December 1969.

7-20 The Infantry Battalions (Infantry, Airborne, Air Assault Ranger), 3 April 1978.

7-30 The Infantry Brigades, 28 March 1969.

8-15 Medical Support in Divisions, Separate Brigades and the Armored Cavalry Regiment.

8-35 Evacuation of the Sick and Wounded, 31 January 1977.
 21-6 How to Prepare and Conduct Military Training, 3 November 1975.
 21-10 Field Hygiene and Sanitation, 24 July 1970.
 21-18 Foot Marches, 29 January 1971.
 21-20 Physical Readiness Training, 30 March 1973.
 21-48 Planning and Conducting CBR and Nuclear Defense Training,
 9 June 1973.
 21-75 Combat Training of the Individual Soldier and Patrolling,
 10 July 1967.
 21-76 Survival, Evasion, and Escape, 14 March 1969.
 22-5 Drill and Ceremonies, 12 November 1971.
 22-6 Guard Duty, 17 September 1971.
 23-3 Tactics, Techniques, and Concepts of Antiarmor Warfare,
 24 August 1972.
 23-91 Mortar Gunnery, 17 December 1971.
 23-92 4.2 Inch Mortar M-30, 10 June 1970.
 24-1 Combat Communications, 30 September 1976.
 25-2 Unit Commander's Guide (Test)
 44-23 (HFT) U.S. Army Air Defense Artillery Employment, Redeye, 30 September
 1977.
 101-10-2 Staff Officers Field Manual, 15 July 1977.

TRAINING CIRCULARS (TC)

6-1 Tactical Fire (TACFIRE) Direction System, 15 July 1977.
 6-10-1 Field Artillery Communications, 18 February 1977.
 6-121-2 Field Artillery and Army Security Agency Units--A Targeting
 Team, 19 March 1976.
 7-1 The Rifle Squads (Mechanized and Light Infantry) (How to
 Fight), 31 December 1976.

7-3 The Rifle Platoon, 31 October 1974.

7-10-10 The Rifle Company, 31 January 1975.

8-3 Field Sanitation Team Training, 30 January 1975.

21-5-7 Training Management in Battalions, 31 July 1977.

21-71-13PT Unit Mail Service, 31 October 1977.

21-71-32PT Administrative Office Procedures, 15 May 1973.

23-20 (DRAFT) Unit Antiarmor Training Program, August 1975.

FORCES COMMAND (FORSCOM) CIRCULARS AND REGULATIONS

FC Cir 350-8 Training Readiness Procedures, 26 April 1977.

FC Reg 350-1 Training Active Component Training, 4 January 1978.

FC Suppl.I to 190-11 Physical Security of Weapons, Ammunition,
and Explosives.

TRAINING AND DOCTRINE COMMAND (TRADOC) CIRCULARS, REGULATIONS, AND PAMPHLETS

TRADOC CIR 350-2 Officer Job/Task Analysis and Training Development, 1 March 1979.

TRADOC REG 351-4 Job and Task Analysis.

TRADOC PAM 350-30 Interservice Procedures for Instructional Systems Development, 1 August 1975.

TRADOC PAM 351-4 Job and Task Analysis Handbook.

TRADOC Suppl. I to
190-11 Physical Security of Weapons, Ammunition and
Explosives.

MODIFIED TABLES OF ORGANIZATION AND EQUIPMENT (MTOE)

06155HFCIO FC 1079 Field Artillery (FA) 1/79 and 2/8 FA.

06165HFCIO FC 1079 Field Artillery (FA) 6/80 FA.

07015HFCIO FC 1079 Infantry (Inf) 2/17, 2/31, 2/32, 3/17, 3/32, and
6/31 Inf.

ARMY TRAINING AND EVALUATION PROGRAM (ARTEP)

- 6-105 Field Artillery, 105mm, Direct Support Cannon Units, 19 January 1978.
- 6-165 General Support Cannon Units, 30 September 1976.
- 7-15 Light Infantry Battalions (Infantry, Airborne, Air Assault, and Ranger), 30 April 1976.

FORT ORD REGULATIONS

- 10-2 Organizations and Functions, 1 July 1976.
- 11-2 Energy Conservation Management, 26 April 1979.
- 37-4 Basic Allowance for Subsistence, 1 May 1977.
- 40-1 Alcohol and Drug Abuse Prevention and Control Program, 1 May 1977.
- 40-9 Field Sanitation Teams, 11 August 1978.
- 40-10 Medical Examinations, 20 April 1977.
- 210-1 Fort Ord Guard, 21 January 1977.
- 210-14 Soldier and NCO of the Year Program, 5 May 1978.
- 210-28 Inspection for Unauthorized Property, 25 May 1976.
- 220-1 Nuclear, Biological, and Chemical (NBC) Defense Organization, 18 May 1977.
- 350-1 Training Management, 15 September 1976.
- 350-1 Training Management, 1979 (Draft)
- 350-2 Support of Reserve Component Training, 10 July 1978.
- 350-4 Training Assistance Teams, 3 March 1977.
- 350-6 Army Training and Evaluation Program (ARTEP), 11 May 1978.
- 385-1 Safety Program, 22 December 1976.
- 420-1 Fort Ord Facilities Engineering Procedures, 26 May 1976.
- 420-3 Fire Prevention and Protection, 1 September 1976.

525-1 Readiness Operating Procedures, 20 January 1978.

530-1 Command Signal Security Program, 5 February 1976.

530-2 OPSEC 26 April 1978.

600-2 Delivery of Human Services at Fort Ord, 10 September 1976.

600-3 Company Change of Command Procedures.

600-11 Human Relations Council (HRC), 25 April 1978.

600-17 Conduct of Burial Detail, 10 October 1978.

672-1 Organization of Professional Bayonet, 5 March 1979.

750-1 Maintenance, Storage, and Use of NBC Defense Equipment and Supplies, 15 April 1977.

750-2 Command Maintenance Evaluation Team (COMET), 4 November 1977.

750-3 Maintenance of Supplies and Equipment, 15 March 1978.

840-1 Reveille and Retreat Flag Detail, 22 December 1977.

FORT ORD SUPPLEMENTS TO ARMY REGULATIONS

1 to AR 190-11 Physical Security of Weapons, Ammunition and explosives, 28 July 1978.

1 to 310-1 Publications, Blank Forms, and Printing Management, 15 November 1977.

1 to AR 350-6 Army Wide Small Arms Competition Marksmanship, 23 November 1977.

1 to AR 385-10 Army Safety Program, 17 February 1970.

1 to AR 600-9 Weight Control, 20 April 1977.

FORT ORD CIRCULARS

20-1 Inspections and Investigation, General Inspection, 8 September 1978.

27-2 Military Justice, 23 May 1979.

28-1 Support of International Sports Competition, 26 July 1978.

40-6 Medical Services, 28 February 1978.

40-5 Personal Hygiene and Injury Prevention During Foot
 Marches, 17 May 1977.

350-19 Training Guidance, FY 79, 29 August, 1978.

350-23 Alcohol and Drug Abuse Prevention and Control Program
 Training, 15 June 1978.

600-2 Driver Testing and Licensing, 11 August 1978.

600-4 Replacement Reporting Procedures, 21 May 1978.

608-2 Wives' Day Program, 15 May 1978.

672-1 Best Personnel Administrative Center of the Month Award,
 14 March 1978.

672-2 Best NBC Defense Team of the Month (Separate Company/
 Detachment/Troop/Battery) Semi-Annual Award, 4 May 1978.

672-4 Decoration Awards and Honors, 31 January 1979.

672-7 Best NBC Defense Team of the Month (Award Semi-Annual),
 14 December 1977.

672-10 Best Communications Platoon/Section Competition, 13 February
 1978.

715-1 Standards of Conduct for Department of the Army Personnel,
 1 August 1978.

MISCELLANEOUS PUBLICATIONS

The 1977-1978 Infantry School Instructional Material Catalog.

Infantry Company Commander's Handbook, Volumes I and II, 1973.

Fort Ord's Training Notes, 1-8, October 1978 through January 1979.

Fort Ord's Schedule of Calls, 13 November 1978.

Artillery Battalion Goals Memoranda (March 1979) and Monthly Schedules
(March 1979 through September 1979), Fort Ord, California.

Battalion Training Management System including Training Management
Workshops, Training Supervisor Workshop, Platoon Leader's Workshop,
and Trainer's Workshop, BTMS 1979.

The Standard, Fort Ord, 7 April 1977.

Selected Battalion Garrison, Standard Operating Procedures (SOPs), Fort Ord California.

Division Tactical Standard Operating Procedures (SOPs): Draft, 1 February 1979.

Bayonet Commander's Guide, 1 March 1978, Fort Ord California.

Thesis by Eddie Mitchell, "The Training Management Control System and the Army Training Environment", Naval Post Graduate School, Monterey, California, December 1978.

Commander Bayonet Guidance (CBG), #5, #16, #21, Fort Ord California.

The Platoon Leader's Training Management Planning Book, ST 21-6 188-1.

CABL: Consolidated at Battalion Level Procedures Manual, Ford Ord, 1 October 1976.

Command Policy 37-79, Fort Ord California.

Letter of Instruction, BTMS Fort Ord California.

USAREUR Research Note (Draft): Analysis of Mandatory Training Requirements for USAREUR Battalions, by Benejamin E. Bonner and Elmo E. Miller, General Research Corporation, April 1979.

Final Report on FORSCOM/USACTAB Training Requirements Study, 18 March 1977.

ARI REPORT

COMTRAIN Training Materials for Company Commanders, by William A. Buxton.

1 US ARMY WESTERN COMMAND ATTN: APPE
1 DEPARTMENT OF THE NAVY TRAINING ANALYSIS AND EVALUATION GROUP
1 HQDA ATTN: DAAG-EO
1 HQ ICATA ATTN: ATCAT-OP-U
1 HQ USMEPCOM ATTN: MEPCO
2 HQDA RESEARCH AND STUDIES OFC
1 MILITARY OCCUPATIONAL DEVELOPMENT DIV DAPC-MSP-U, RM A52C HOFFMAN BLDG 1
1 HQDA OFFICE OF THE CHIEF OF CHAPLAINS
4 OASD (MRA AND L)
1 HQDA ATTN: DAMU-RQR
1 HQ ICATA TECHNICAL LIBRARY
1 HQDA ODOSPER
1 HQDA ATTN: DAMI-ISI
1 USA AVIATION SYSTEMS COMD ATTN: UNSAV-ZOR
1 EQUAL OPPORTUNITY BRANCH ATTN: AFZT-PA-WR
1 USA CORADCOM ATTN: AMSEL-PA-WH
1 USA WRAUCOM ATTN: ATFL-LU-AL
1 HEADQUARTERS US MARINE CORPS ATTN: JMC-001
1 HEADQUARTERS US MARINE CORPS ATTN: JMC-001
2 US ARMY EUROPE AND SEVENTH ARMY
1 1ST INFANTRY DIVISION
1 CHIEF, ATTN: [REDACTED] HOFFMAN BLDG II
1 USA [REDACTED]
1 [REDACTED]
1 [REDACTED] TECHNICAL LIBRARY
1 [REDACTED] ATTN: ATZI-NCR-MS-M, RM 3N33 HOFFMAN BLDG II
1 [REDACTED] HOFFMAN BLDG II
1 [REDACTED] CENTER AND SCHOOL ATTN: ATSL-DTC-P
1 [REDACTED] ORGANIZATION COORDINATION OFFICE
1 [REDACTED]
1 [REDACTED] AIR SYSTEM COMMAND /
1 [REDACTED] CSARCOM RESERVE CENTER
1 US ARMY SOLDIER SUPPORT CENTER ATTN: ATSG-HUD (DR. CAVINESS)
1 USA FORCES COMMAND AFPR - DEPUTY CHIEF OF STAFF FOR PERSONNEL
1 USA FORCES COMMAND AFLG - DEPUTY CHIEF OF STAFF FOR LOGISTICS
1 US ARMY AIR DEFENSE SCHOOL ATTN: ATSA-DTD
1 DIRECTORATE OF TRAINING ATTN: ATZQ-T
1 DIRECTORATE OF COMBAT DEVELOPMENTS ATTN: ATZQ-D
1 HQDAWCOM MARINE CORPS LIAISON OFC
1 DEPARTMENT OF THE ARMY US ARMY INTELLIGENCE + SECURITY COMMAND
1 ANNISTON ARMY DEPOT ORGANIZATIONAL EFFECTIVENESS
1 USA MISSILE COMMAND ATTN: DRSM-NTN
1 ARTANS ATTN: DRCPM-JDS-ID
1 USA FORCES COMMAND
1 PM TRADE /
1 US MILITARY DISTRICT OF WASHINGTON OFC OF EQUAL OPPORTUNITY
1 NAVAL CIVILIAN PERSONNEL COMD SOUTHERN FLD DIV
22 ARL LIAISON OFFICE
1 7TH ARMY TRAINING COMMAND
1 ARMY TRAINING SUPPORT CENTER INDIVIDUAL TRAINING EVALUATION
1 HQDA DCSOPS UNIT TRAINING
1 HQDA DCSOPS INDIVIDUAL TRAINING
1 HQDA DCSOPS TRAINING DIRECTORATE
1 HQDA DCSLOG MAINTENANCE MANAGEMENT
1 HQDA UCS STUDY OFFICE
1 DEPARTMENT OF THE NAVY HUMAN RESOURCE MANAGEMENT DIVISION (OP-15)
1 DEPARTMENT OF THE NAVY HUMAN RESOURCE MGT AND PERSONAL AFFAIRS DEPT
1 DEPARTMENT OF THE NAVY HUMAN RESOURCE MGT AND PERSONAL AFFAIRS DEPT
1 NAVAL MILITARY PERSONNEL COMMAND (N-62)

1 MILITARY PERSONNEL COMMAND (N-61)
 1 MILITARY PERSONNEL COMMAND (N-4)
 1 HUMAN RESOURCE MANAGEMENT CENTER
 1 HUMAN RESOURCE MANAGEMENT CENTER
 1 U.S. NAVY TRAINING ANALYSIS EVALUATION GROUP
 1 USAC/EC ATTN: ATEC-EX-E HUMAN FACTORS
 1 ATTN: SM-ALC/DPCR
 1 USAFAGOS/TAC SENIOR ARMY ADVISOR
 1 OASA (RDA) DEPUTY FOR SCIENCE AND TECHNOLOGY
 1 OFC OF NAVAL RESEARCH /
 1 AFHRL/LRT
 1 AFHRL/LRLG
 1 AIR FORCE HUMAN RESOURCES LAB ATTN: AFHRL/TSM
 1 AFAMHL/BB
 1 NAVY PERSONNEL R AND D CENTER /
 1 NAVY PERSONNEL R AND D CENTER DIRECTOR OF PROGRAMS
 1 NAVY PERSONNEL R AND D CENTER /
 2 OFC OF NAVAL RESEARCH PERSONNEL AND TRAINING RESEARCH PROGRAMS
 1 NAVY PERSONNEL R AND D CENTER /
 1 OFC OF NAVAL RESEARCH PROJECT OFFICER, ENVIRONMENTAL PHYSIOLOGY
 1 OFC OF NAVAL RSCH ORGANIZATIONAL EFFECTIVENESS PRO.
 1 NAVY AEROSPACE MEDICAL RSCH LAB AIRBORNE HANGER RESEARCH
 1 NAVY AEROSPACE MEDICAL RSCH LAB AEROSPACE PSYCHOLOGY DEPARTMENT
 1 USA IRADOC SYSTEMS ANALYSIS ACTIVITY ATTN: ATAA-TCA
 1 HEADQUARTERS, COAST GUARD CHIEF, PSYCHOLOGICAL RSCH BR
 1 USA RESEARCH AND TECHNOLOGY LAB ATTN: DAVOL-AS (DR. R. S. DUNN)
 1 USA ENGINEER TOPOGRAPHIC LABS ATTN: ETL-GSL
 1 USA ENGINEER TOPOGRAPHIC LABS ATTN: ETL-TD-S
 1 USA MOBILITY EQUIPMENT R AND D CMDR ATTN: DRUME-TQ (SCHOOL)
 1 NIGHT VISION LAB ATTN: UNSEL-NV-SUD
 1 USA TRAINING BRANCH ATTN: ATTS-ATB-TA
 1 USA HUMAN ENGINEERING LAB
 1 USA MATERIEL SYSTEMS ANALYSIS ACTIVITY ATTN: DRXSY-C
 1 NAFFEL HUMAN ENGINEERING BRANCH
 1 USA ARCTIC TEST CEN ATTN: AMSTE-PL-TS
 1 USA COLD REGIONS TEST CEN ATTN: STECH-UP
 1 USA CONCEPTS ANALYSIS AGCY ATTN: USCA-RDP
 1 USA CONCEPTS ANALYSIS AGCY ATTN: USCA-JF
 1 USAC/CDA ATTN: ATZL-CAC-IL
 1 USAC/CDA ATTN: ATZL-CAC-IM
 1 USAC/C ATTN: ATZL-CAC-IA
 1 USAC/CDA ATTN: ATZL-CAC-A
 1 USA ELECTRONIC WARFARE LAB CHIEF, INTELLIGENCE MATER DEVEL + SUPP OFF
 1 USA RSCH DEVEL + STANDARDIZA GRP, U.K.
 1 AFWAI/FIGR (CDIC)
 1 NAVY PERSONNEL RSCH + DEVEL CENTER ATTN: (CODE 307)
 1 USA RESEARCH AND DEVELOPMENT LABS CHIEF, REHAV SCIENCES DIV, FOOD SCI LAB
 1 TRAJANA ATTN: SAJS-OR
 1 NAVY AIR SYSTEMS COMMAND ATTN: AIR-5313
 1 USAC/EC TECHNICAL INFORMATION CENTER
 1 USAANL LIBRARY
 1 USA IRADOC SYSTEMS ANALYSIS ACTIVITY ATTN: ATAA-SL (TECH LIBRARY)
 1 UNIFORMED SERVICES UNIT OF THE HEALTH SCI DEPARTMENT OF PSYCHIATRY
 1 USA COMPUTER SYSTEMS COMMAND ATTN: COMMAND TECHNICAL LIBRARY H-9
 1 GRONINGER LIBRARY ATTN: ATZF-DS-L BLDG 1313
 1 CENTER FOR NAVAL ANALYSIS
 1 NAVY HEALTH RSCH CEN LIBRARY
 1 NAVY PERSONNEL R AND D CEN LIBRARY ATTN: CODE P106
 1 AIR FORCE HUMAN RESOURCES LAB ATTN: AFHRL/OTS
 1 HQ, FT. HUACHUCA ATTN: TECH HFF DIV
 1 USA ACADEMY OF HEALTH SCIENCES STIMSON LIBRARY (DOCUMENTS)
 1 SCHOOL OF SYSTEMS AND LOGISTICS /

1 DEPARTMENT OF THE NAVY TRAINING ANALYSIS AND EVALUATION GP
 1 USMA DEPT OF BEHAVIORAL SCI AND LEADERSHIP
 1 USA COMMAND AND GENERAL STAFF COLLEGE ATTN: LIBRARY
 1 USA TRANSPORTATION SCHOOL USA TRANSP TECH INFO AND RSCH CEN
 1 USA ADMINLEN TECHNICAL RESEARCH BRANCH LIBRARY
 1 USA FIELD ARTY BD /
 1 INSTITUTE FOR DEFENSE ANALYSES
 1 USA TRAINING SUPPORT CENTER ATTN: ATIC-DST-PA
 1 AFMRL TECHNOLOGY OFC (H)
 1 USA MOBILITY EQUIPMENT R AND D COMMAND ATTN: DRUME-ZG
 1 HQ, USA MDW ATTN: ANPE-DE
 1 DA US ARMY RETRAINING BDE RESEARCH + EVALUATION DIVISION
 1 HUMAN RESOURCE MANAGEMENT CEN, SAN DIEGO
 1 USAFA DEPT OF BEH SCI + LEADERSHIP
 1 US MILITARY ACADEMY DEPT. OF HISTORY, BLDG 601
 1 USA INTELLIGENCE CEN AND SCH ATTN: SCHOOL LIBRARY
 1 USA INTELLIGENCE CEN AND SCH ATTN: ATSI-DT-UL
 1 MARINE CORPS INSTITUTE
 1 NAVAI SAFETY CENTER /
 1 US COAST GUARD TNG CEN ATTN: EDUCATIONAL SVCS OFFICER
 1 USAAVNC AND FT. RUCKER ATTN: AT4Q-ES
 1 US ARMY AVN TNG LIBRARY ATTN: CHIEF LIBRARIAN
 1 USA AIR DEFENSE SCHOOL ATTN: ATSA-DT
 1 USAAVNC ATTN: ATZU-U
 1 US MILITARY ACADEMY DIRECTOR OF INSTITUTIONAL RSCH
 1 USA AIR DEFENSE SCHOOL ATTN: ATSA-CD-MS
 1 USAAHS-LIBRARY-DOCUMENTS
 1 USA AIR DEFENSE BOARD ATTN: FILES REPOSITORY
 1 USA SERGEANTS MAJOR ACADEMY ATTN: LEARNING RESOURCES CENTER
 1 USA INFANTRY BOARD ATTN: ATZB-IB-AE
 1 USA INTELLIGENCE CEN AND SCH ATTN: ATSI-DOTU-SF
 1 USA JORDANCE CEN AND SCH ATTN: ATSL-TD-TAC
 1 USA ARMOR SCHOOL ATTN: ATZK-TD
 1 USA ARMOR CENTER DIRECTORATE OF COMBAT DEVELOPMENTS
 1 NAVAI POSTGRADUATE SCH ATTN: DUDLEY KNOX LIBRARY (CODE 1424)
 1 USA TRANSPORTATION SCHOOL DEPUTY ASST. COMMANDANT EDUCA. TECHNOLOGY
 1 USA SIGNAL SCHOOL AND FT. GORDON ATTN: ATZH-ET
 1 USA QUARTERMASTER SCH ATTN: ATSM-TNG-IM-ET
 1 USA MILITARY POLICE SCHOOL ATTN: LIBRARY
 1 USA ARMOR CENTER + FT. KNOX OFFICE OF ARMOR FORCE MGT + STANDARDIZATION
 1 CHIEF OF NAVAL EDUCATION AND TNG /
 1 USA SIGNAL SCHOOL + FT. GORDON EDUCATIONAL TECHNOLOGY DIVISION
 1 HQ AIC/XPTD TRAINING SYSTEMS DEVELOPMENT
 1 USA INSTITUTE FOR MILITARY ASSISTANCE ATTN: ATSU-TD-TA
 1 USAIND ATTN: ATSI-UT
 1 US ARMY ARMOR CENTER ATTN: AT/K-TU-PMO
 1 USA AIR DEFENSE CENTER, FT. BLISS ATTN: ATZC-DIM
 1 USA QUARTERMASTER SCHOOL DIRECTORATE OF TRAINING DEVELOPMENTS
 1 US COAST GUARD ACADEMY /
 1 USA TRANSPORTATION SCHOOL DIRECTORATE OF TRAINING + DOCTRINE
 1 USA INFANTRY SCHOOL LIBRARY /
 1 USA INFANTRY SCHOOL ATTN: ATSH-I-V
 1 US ARMY INFANTRY SCHOOL ATTN: ATSH-CD
 1 USA INFANTRY SCHOOL ATTN: ATSH-UOT-LRU
 1 USA INFANTRY SCHOOL ATTN: ATSH-EV
 1 USA MP + CHEM SCH/TNG CEN + FT. MCCLELLAN ATTN: ATZN-PTS
 1 USA MP + CHEM SCH/TNG CEN + FT. MCCLELLAN DIR: COMBAT DEVELOPMENT
 1 USA MP + CHEM SCH/TNG CEN + FT. MCCLELLAN DIR: TRAINING DEVELOPMENT
 1 USA MP + CHEM SCH/TNG CEN + FT. MCCLELLAN ATTN: ATZN-MP-ACE
 1 USA INSTITUTE OF ADMINISTRATION ATTN: RESIDENT TRAINING MANAGEMENT
 1 USA FIELD ARTILLERY SCHOOL MURRIS SWETT LIBRARY
 1 USA INSTITUTE OF ADMINISTRATION ACADEMIC LIBRARY

1 USA WAR COLLEGE ATTN: LIBRARY
 1 USA ENGINEER SCHOOL LIBRARY AND LEARNING RESOURCES CENTER
 1 USA ARMOR SCHOOL (USARMS) ATTN: LIBRARY
 1 US COAST GUARD ACADEMY LIBRARY
 1 USA TRANSPORTATION SCHOOL TRANSPORTATION SCHOOL LIBRARY
 1 ORGANIZATIONAL EFFECTIVENESS CEN + SCH ATTN: LIBRARIAN
 1 US ARMY INTELLIGENCE CENTER + SCHOOL ATTN: ATSI-TD
 1 US ARMY INTELLIGENCE CENTER + SCHOOL ATTN: ATSI-RM-M
 1 US ARMY INTELLIGENCE CENTER + SCHOOL ATTN: ATSI-TD-LD
 1 US ARMY INTELLIGENCE CENTER + SCHOOL ATTN: ATSI-D7-SF-IM
 1 US MARINE CORPS EDUCATION CENTER
 1 USA FIELD ARTILLERY SCHOOL DIRECTORATE OF COURSE DEV + TRAINING
 1 DEPARTMENT OF THE AIR FORCE AIR UNIVERSITY LIBRARY (ATC)
 1 USA CHAPLAIN CENTER + SCHOOL ATTN: ATSC-TD-OU
 1 USA CHAPLAIN CENTER + SCHOOL ATTN: ATSC-TD-ED
 1 USA CHAPLAIN CENTER + SCHOOL ATTN: ATSC-TD-SF
 1 USA CHAPLAIN CENTER + SCHOOL ATTN: ATSC-DOS-LLC
 1 DEPARTMENT OF THE NAVY HUMAN RESOURCE MANAGEMENT SCHOOL
 1 NAVAL POST GRADUATE SCHOOL
 1 HQ TWADOC TRAINING DEVELOPMENT INSTITUTE
 2 BRITISH EMBASSY BRITISH DEFENCE STAFF
 2 CANADIAN JOINT STAFF
 1 CDLS (W) LIBRARY
 1 FRENCH ARMY ATTACHE
 1 AUSTRIAN EMBASSY DEFENSE, MILITARY AND AIR ATTACHE
 3 CANADIAN DEFENCE LIAISON STAFF ATTN: COUNSELLOR, DEFENCE R AND D
 1 ROYAL NETHERLANDS EMBASSY MILITARY ATTACHE
 1 CANADIAN FORCES BASE CORNWALLIS ATTN: PERSONNEL SELECTION
 2 CANADIAN FORCES PERSONNEL APPL RSCH UNIT
 1 ARMY PERSONNEL RESEARCH ESTABLISHMENT
 6 LIBRARY OF CONGRESS EXCHANGE AND GIFT DIV
 1 DEFENSE TECHNICAL INFORMATION CEN ATTN: DTIC-DDA-2
 140 LIBRARY OF CONGRESS UNIT DOCUMENTS EXPEDITING PROJECT
 1 US GOVERNMENT PRINTING OFC LIBRARY, PUBLIC DOCUMENTS DEPARTMENT
 1 US GOVERNMENT PRINTING OFC LIBRARY AND STATUTORY, LIR DIV (SLL)
 1 THE ARMY LIBRARY ATTN: ARMY STUDIES SEC
 3 ROYAL ARMY EDUCATIONAL CORPS CENTRE ARMY SCHOOL OF TRAINING SUPPORT
 1 / /

NUMBER OF ADDRESSEES 223

TOTAL NUMBER OF COPIES 402